



State of Maryland Disaster Recovery Operations Plan (SDROP)

FINAL DRAFT
June 30, 2014



A CENTER FOR PREPAREDNESS EXCELLENCE

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SIGNATURE PAGE

The State of Maryland is committed to a consistent and inclusive approach to ensuring all stakeholders have the tools they need to save lives, protect public health and safety, and protect property and the environment.

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124 **RECORD OF INTERIM CHANGES**

REV #	DATE	NAME OF RECORDER	SECTION(S) CHANGED	DISTRIBUTION (Full/Ltd/No)*

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142 **ACRONYMS AND DEFINITIONS**

143 The following acronyms and definitions reflect only those acronyms or terms used in this document.
144 The full Maryland Emergency Management Agency (MEMA) Authorized Acronym Table (MAAT) is a
145 separate document.

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147	AAR	- After Action Report
148	AET	- Advanced Evaluation Team (Federal)
149	AFNC	- Access and Functional Needs Coordinator
150	DBED	- Department of Business and Economic Development (Maryland)
151	DGS	- Department of General Services (Maryland)
152	DHCD	- Department of Housing and Community Development (Maryland)
153	DHMH	- Department of Health and Mental Hygiene (Maryland)
154	DHR	- Department of Human Resources (Maryland)
155	DNR	- Department of Natural Resources (Maryland)
156	DoIT	- Department of Information Technology (Maryland)
157	EI	- Essential Elements of Information
158	EMAC	- Emergency Management Assistance Compact
159	EOC	- Emergency Operations Center
160	EOS	- EMAC Operations System
161	ESF	- Emergency Support Function
162	FCO	- Federal Coordinating Officer
163	FEMA	- Federal Emergency Management Agency
164	GAR	- Governor's Authorized Representative
165	GOCI	- Governor's Office on Community Initiatives
166	HIRA	- Hazard Identification and Risk Assessment
167	HSPD-5	- Homeland Security Presidential Directive 5
168	IA	- Individual Assistance
169	IAP	- Incident Action Plan
170	ICS	- Incident Command System
171	IMP	- Information Management Process
172	IOF	- Initial Operating Facility
173	IP	- Improvement Plan

174	IT	- Information Technology
175	JFO	- Joint Field Office
176	JIC	- Joint Information Center
177	JIS	- Joint Information System
178	JOG	- Joint Operations Group
179	LDRM	- Local Disaster Recovery Manager
180	MDE	- Maryland Department of the Environment
181	MDOD	- Maryland Department of Disabilities
182	MDOT	- Maryland Department of Transportation
183	MDP	- Maryland Department of Planning
184	MEA	- Maryland Energy Administration
185	MEMA	- Maryland Emergency Management Agency
186	MEMAC	- Maryland Emergency Management Assistance Compact
187	MEPP	- Maryland Emergency Preparedness Program
188	MIEMSS	- Maryland Institute of Emergency Medical Services Systems
189	MJOC	- Maryland Joint Operations Center
190	MMD	- Maryland Military Department
191	MSP	- Maryland State Police
192	NCR	- National Capital Region
193	NCS	- National Coordinating State
194	NDRF	- National Disaster Recovery Framework
195	NEMA	- National Emergency Management Association
196	NIMS	- National Incident Management System
197	NPG	- National Preparedness Goal
198	PA	- Public Assistance
199	PDA	- Preliminary Damage Assessment
200	PIO	- Public Information Officer
201	PPD-8	- Presidential Policy Directive 8
202	PSC	- Public Service Commission (Maryland)
203	PSIP	- Private Sector Integration Program
204	RLO	- Region Liaison Officer
205	RSFLG	- Recovery Support Function Leadership Group

206	SBA	- Small Business Administration (Federal)
207	SCO	- State Coordinating Officer
208	SDRC	- State Disaster Recovery Coordinator
209	SDROP	- State Disaster Recovery Operations Plan
210	SEOC	- State Emergency Operations Center
211	SITREP	- Situation Report
212	SMOP	- State Mitigation Operations Plan
213	SOP	- Standard Operating Procedure
214	SPG	- Senior Policy Group
215	SROP	- State Response Operations Plan
216	SRSS	- State Recovery Support Strategy
217	SSP	- State Support Plan
218	THIRA	- Threat Hazard Impact Risk Assessment
219	USCG	- United States Coast Guard
220	VOAD	- Voluntary Organizations Active in Disaster (Maryland)

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DISASTER RECOVERY OPERATIONS MISSION STATEMENT

Ensure the ability of the State of Maryland to recover from a catastrophic incident that overwhelms the State or any of its political subdivisions by engaging all necessary state, local, federal, private sector, and voluntary, faith-based, and nongovernmental agencies in order to address the needs of Maryland residents, visitors, and communities.

I. PURPOSE

The Maryland State Disaster Recovery Operations Plan (SDROP) describes the roles and responsibilities of entities within Maryland during disaster recovery operations. Disaster recovery operations focus on ensuring that the State is able to effectuate the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic incident.

II. SCOPE

The SDROP is the Recovery Mission Area Operations Plan within the Maryland Emergency Preparedness Program (MEPP). The SDROP outlines processes that are to be followed for all-hazards, State-level disaster recovery efforts. The identified actions and activities in this Plan are based on existing State agency statutory authorities.

While providing a structure with procedures and guidelines, at no time is the SDROP intended to inhibit the use of experience and common sense by Maryland Emergency Management Agency leadership and staff, State of Maryland department/agency representatives, or organizations and businesses when determining the actions and resources needed to restore, strengthen, and revitalize infrastructure and housing; Maryland's economy; government, nonprofit, and business operations; and the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic incident in the State of Maryland. The details described in this Plan may or may not apply to specific situations. State employees must use their discretion in each situation to determine the best course of action. Procedures listed in this Plan serve as guidance, but are not intended to replace the best judgment of those who are directly handling a specific disaster recovery-related task.

III. OBJECTIVES

The objectives to be met throughout the execution of the SDROP are as follows:

A. Support local-level disaster recovery operations.

All emergencies are locally-driven events, and it is the State of Maryland's role to provide assistance to the local jurisdictions in the form of personnel, resources, technical assistance, and operational coordination, at their request.

B. Facilitate the transition from incident response, under the State Response Operations Plan (SROP), to disaster recovery, under the State Disaster Recovery Operations Plan (SDROP).

This Plan identifies short-term, intermediate, and long-term disaster recovery activities. The phases of recovery may overlap with each other and with the initial response given that an incident may not progress in the same manner for all elements of an impacted community. Generally, short-term recovery assistance includes the coordination of all federal, State, local, private-sector, and volunteer efforts to restore the public and private sectors to a functional, pre-incident (or better) state, and to support the transition of impacted communities towards long-term recovery efforts, as needed. Short-term recovery typically overlaps response and intermediate recovery actions. Intermediate recovery occurs when the vital services have been restored, but the community has not returned to "normal." Long-term recovery consists of those activities and ongoing projects that facilitate the development and achievement of a community's post-disaster vision.

C. Coordinate the activities of State, local, and federal agencies, nonprofit organizations, and private-sector partners in support of disaster recovery operations.

The SDROP supports a collaborative recovery effort between all State departments/agencies, local government, the federal government, nonprofit, and private organizations tasked with providing resources and executing mission assignments during disaster recovery operations. It describes the actions of the State to provide assistance to one or more affected counties or municipalities, and, under catastrophic circumstances, to other state governments.

IV. DISASTER RECOVERY OPERATIONS PLANNING FACTS AND ASSUMPTIONS

The State of Maryland has developed this Plan to address the recovery-focused risks identified in the State's Threat and Hazard Identification and Risk Assessment (THIRA), which is updated annually, and the Hazard Identification and Risk Assessment (HIRA), which is updated every five years. Both assessments are developed through statewide coordination and input from Maryland's 23 counties and the cities of Baltimore, Annapolis, and Ocean City. This Plan takes all threats and hazards into account to provide a standard framework for State-level disaster recovery.

- Every disaster presents unique challenges. The roles and responsibilities presented in this Plan represent the full deployment of the State's recovery resources; however, not all of the functions included may be necessary for each recovery operation.
- Local jurisdictions have, or will develop, a disaster recovery plan to establish local recovery organizations.
- Working within policy, regulatory, and financial constraints, Maryland departments/agencies need to provide effective and timely assistance to help communities recover, at their request, when the needs of the community exceed the available resources.
- The State is prepared to commit resources in support of local disaster recovery operations. The full authorities and resources of the State are made available to aid county and municipal governments when disaster recovery operations exceed local capabilities.
- The State of Maryland integrates, and encourages its local jurisdictions to integrate, issues related to planning for people with disabilities and others with access and functional needs into all departmental emergency plans.
- The State requests support from other states and requests federal assistance when the State's capabilities to recover from a disaster are insufficient or have been exhausted. The federal government provides assistance following a Presidential Disaster Declaration for the State.
- The State Recovery Organization can be activated with or without a Presidential Disaster Declaration. As federal assistance becomes available, it is integrated with the appropriate Recovery Support Function (RSF).
- Participating federal entities build their recovery staffing structure around the Maryland State Recovery Organization established by this Plan.
- Existing State laws and regulations will play a role in disaster recovery.

- 319 • Private and nonprofit organizations are an essential part of recovery operations, and the State
- 320 will take action to support the resumption of private and nonprofit services.

V. DISASTER RECOVERY OPERATIONS DOCTRINE

A. All Hazards Planning

A disaster may occur in the State with or without warning, under a myriad of circumstances. Maryland, while cognizant of its identified threats and hazards, conducts planning efforts in accordance with an all-hazards philosophy.

B. National Standards

This Plan is consistent with Presidential Policy Directive 8 (PPD-8), Homeland Security Presidential Directive 5 (HSPD-5), and the National Incident Management System (NIMS) – the primary components of national preparedness doctrine. This supports seamless coordination and integration of national (federal and other states') resources to supplement State and local resources during disaster recovery operations. Together, the National Preparedness Goal (NPG), National Disaster Recovery Framework (NDRF), and NIMS present the guiding principles that enable all partners to recover from disasters of varying sizes and scope. The State implements and adapts national standards through the Maryland Emergency Preparedness Program, which is outlined in the section below.

C. All Emergencies are Locally-Driven

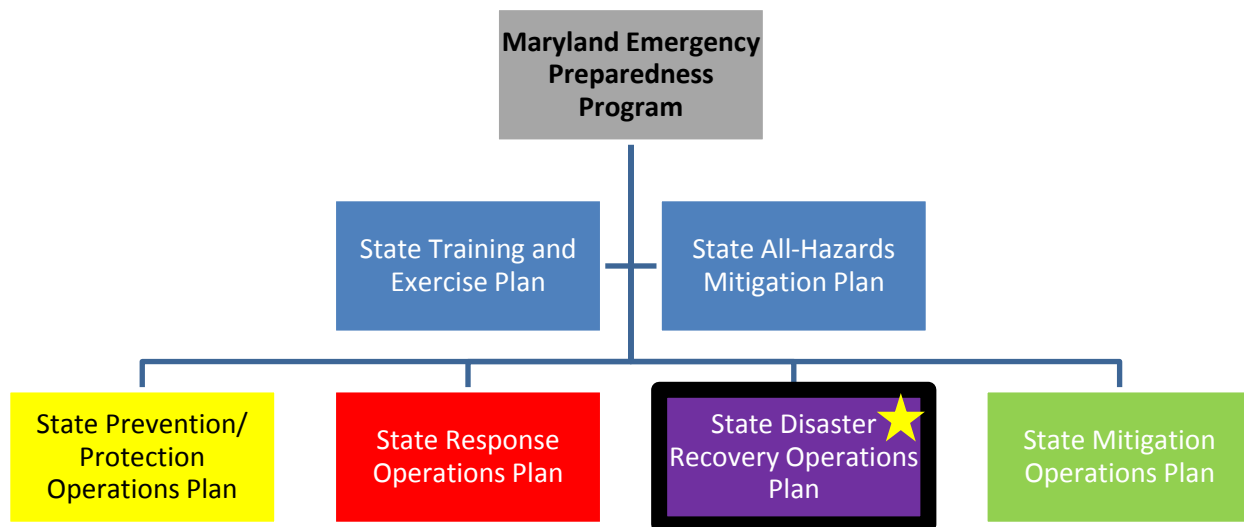
Local jurisdictions have the capability to perform recovery operations following most disasters, and initial recovery operations begin with local jurisdictions working with county emergency management agencies.

Assistance from the State may be provided once local disaster recovery resources are exhausted, or resources are needed that the jurisdiction does not possess. When a disaster evolves such that the resources and/or coordination requirements exceed local capabilities, local authorities may request State disaster recovery resources and assistance.

VI. DISASTER RECOVERY OPERATIONS PLAN ORGANIZATION

The Maryland State Disaster Recovery Operations Plan, or SDROP, describes the roles and responsibilities of State-level entities to effectively deliver recovery capabilities statewide. The SDROP is one of four all-hazards mission area operations plans (Prevention/Protection, Mitigation, Response, and Recovery) within the Maryland Emergency Preparedness Program.

Figure 1 – Maryland Emergency Preparedness Program Plan Hierarchy



The MEPP is the State's overarching construct for emergency preparedness. The MEPP is an all-hazards approach to the delivery of specific capabilities for each of Maryland's four mission areas (listed above) to address the State's risk. This document serves as the operations plan for the Recovery Mission Area and is maintained by the Recovery Support Function Leadership Group (RSFLG).

The SDROP is supplemented by Recovery Capability Annexes that identify capability targets, and the resources that are needed and available to achieve those targets. The SDROP and Recovery Capability Annexes describe common management and coordination processes that apply to all hazards.

The detailed actions of individual departments/agencies to support their assigned RSF and recovery capabilities are outlined in the appropriate Recovery Support Function Plans.

Additional procedures for exceptionally complex or uncommon emergencies are addressed in contingency plans within the MEPP. Contingency plans are intended to supplement the SDROP and Capability Annexes with details specific to the recovery operations necessary for the specific hazard or threat. Contingency plans span multiple mission areas.

A. Mission Area Interdependencies

1. The mission areas are divided between crisis management and consequence management, each with distinct focuses and operational activities.

- *Crisis management* (shown below in blue) is the process of preventing or reducing the risk of a threat or hazard to the State, its citizens, or its infrastructure (Prevention/Protection).
- *Consequence management* (shown below in red) is the process of addressing the impacts of a threat or hazard to the State, its citizens, or its infrastructure, and restoring the State's ability to function, while taking steps to reduce future vulnerabilities (Response and Recovery).
- *Note:* Mitigation is depicted in green as crosscutting both crisis and consequence management because elements of the Mitigation Mission Area are included in both types of planning.

Figure 2 – State Disaster Recovery Operations Plan Components

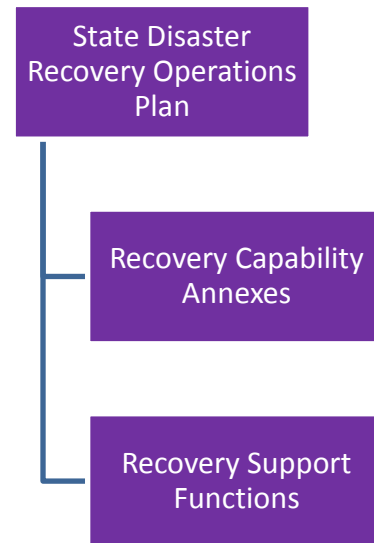
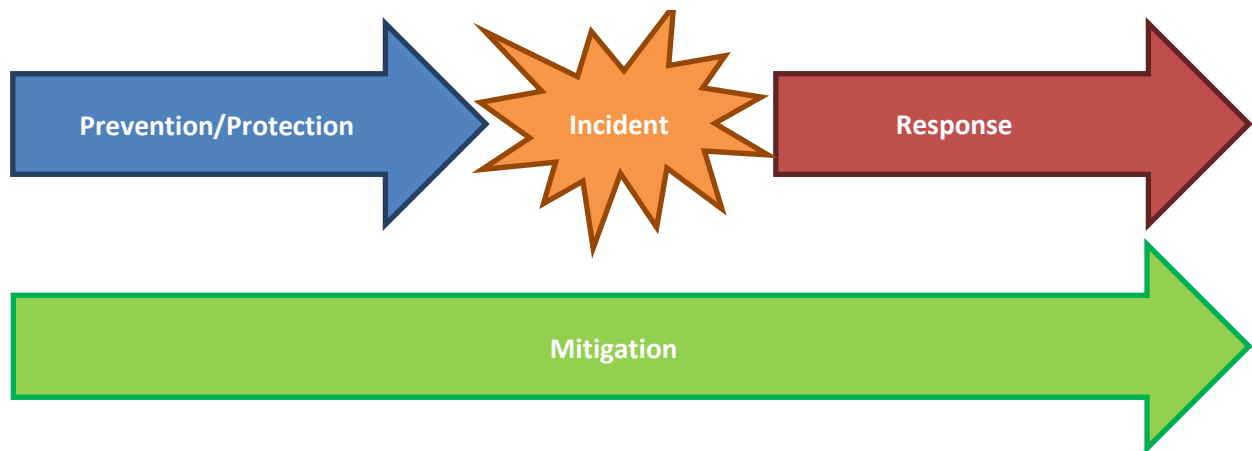


Figure 3 – Mission Area Interdependence

Capabilities involved in the Prevention/Protection, Mitigation, and Response Mission Areas greatly impact Recovery Mission Area operations. Many of the resources used daily to deliver the capabilities of the other three mission areas are utilized to support recovery operations. Capabilities within the Mitigation Mission Area reduce the impact and severity of a disaster, and generate the risk-based planning assumptions that the MEPP is based upon.

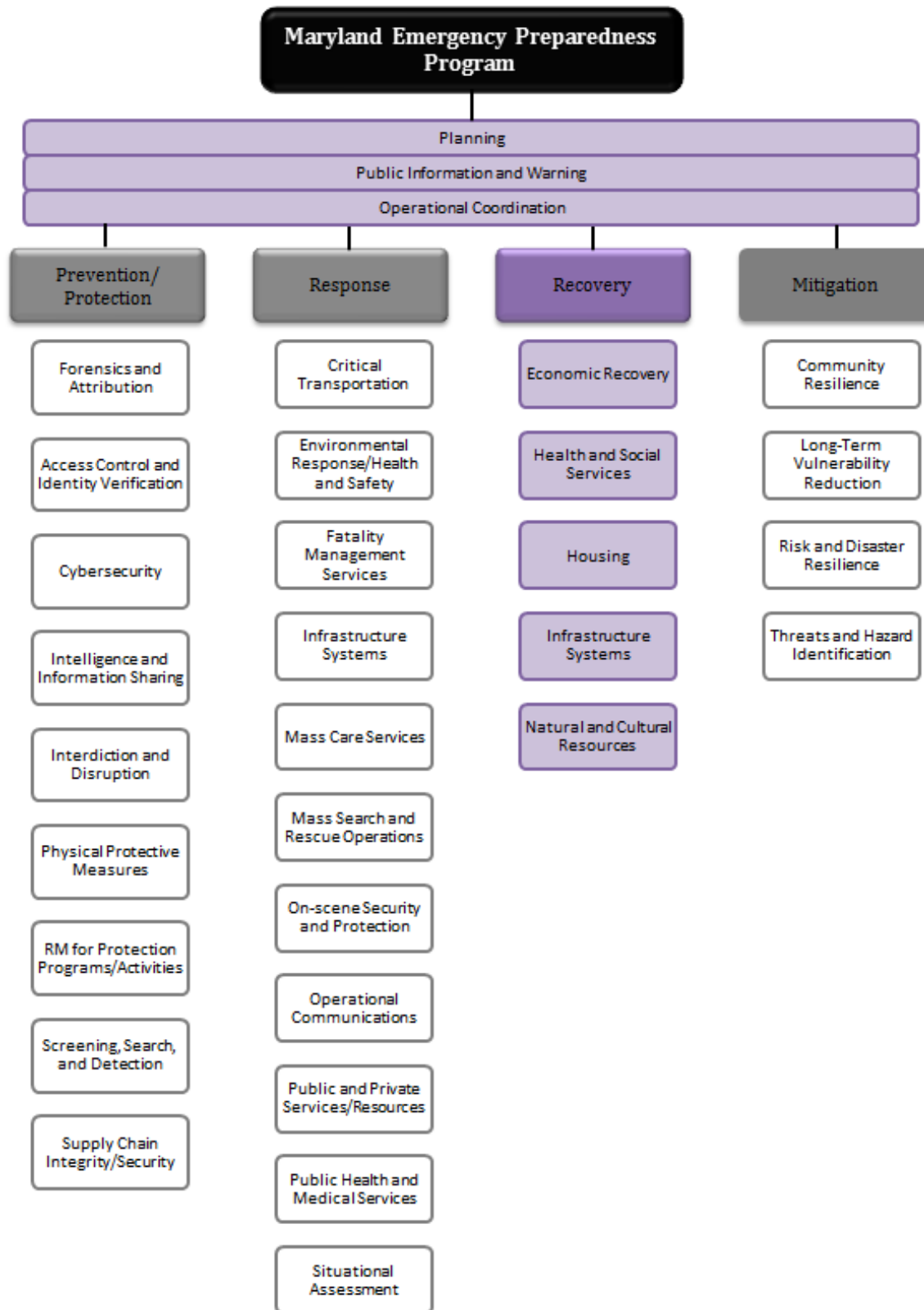
In terms of its application to recovery, mitigation provides an opportunity to rebuild in a manner that reduces future risk. To illustrate this point, following a disaster that results in flood damage, homes built in floodplains must have their elevation levels raised based on new building standards designed to prevent future flood damage. Standards and policies such as this, however, can negatively impact the historic integrity of a property, causing an adverse effect for the purposes of Section 106 of the National Historical Preservation Act. This example demonstrates the importance and interconnectedness of recovery and mitigation, as well as the importance of using the expertise of State department/agency RSF leads to determine appropriate courses of action.

While this Plan pertains solely to those capabilities within the Recovery Mission Area, it is essential to thoughtfully consider how capabilities are delivered in the context of this Plan, and how this may impact the delivery of capabilities needed for concurrent operations within other mission areas.

VII. CAPABILITIES FOR DISASTER RECOVERY

The Recovery Mission Area capabilities are a list of the activities that, generally, must be accomplished during recovery operations, regardless of which levels of government are involved. The Recovery Mission Area includes eight (8) capabilities – four (4) that apply only to recovery, one (1) that applies to recovery and response, and three (3) that are common to all four mission areas. The figure below outlines the capabilities for each of the four mission areas as defined by the Maryland Emergency Preparedness Program Strategic Plan.

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Figure 4 – Recovery Mission Area Capabilities

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The Recovery Mission Area includes those capabilities that are necessary to assist affected communities to recover effectively following a disaster. It is focused on ensuring that the State is able to effectuate the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic incident, or threat/hazard, including those with cascading effects.

The table below provides a description of each recovery capability, and the targets to effectively deliver each capability.

Table 1 – Recovery Mission Area Capability Overview

Planning	
Description	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Capability Targets	Recovery Planning <ol style="list-style-type: none"> 1. At the direction of the Mission Area Lead, develop and execute necessary crisis action plans within two operational periods, using existing contingency plans, where applicable. 2. Create a State Support Plan (SSP) for every operational period 3. Conduct a long-term impact assessment to identify the scope of long-term recovery operations within 1 month of the appointment of the State Disaster Recovery Coordinator. 4. Using the results of the long-term impact assessment, develop a State Recovery Support Strategy (SRSS) within 6 weeks of activation of the Community Planning Capacity Building RSF. 5. Update and revise the State Public Assistance Administrative Plan (SAP-PA) within 1 month of a Presidential Disaster Declaration. 6. Update and revise the State Individual Assistance Administrative Plan (SAP-IA) within 1 month of a Presidential Disaster Declaration.
Public Information and Warning	
Description	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Capability Targets	Digital Media <ol style="list-style-type: none"> 1. Within 30 minutes of an event, spread safety warnings through Twitter to four million people in the state (including Tweets and Retweets.) 2. Within 30 minutes of an event, spread safety warnings through Facebook to a million followers 3. Within 12 hours of an event, update the MEMA website to provide

	<p>relevant safety information.</p> <ol style="list-style-type: none"> Produce one YouTube video per quarter to highlight a threat or hazard. <p>Traditional Media</p> <ol style="list-style-type: none"> Deliver a coordinated media message to 50 different media outlets within two hours of a JIC activation. Maintain a media calendar highlighting threats and hazards throughout the year, and contact all media outlets in the state for each calendar entry. Within one hour of activation of the JIC, notify the media of SEOC activation and availability for interviews. Ensure 100% JIC staffing for 24/7 operations during an incident. Within twelve hours of a request being made, coordinate and facilitate visits of 100% of elected officials and other VIPs to the affected area. <p>Public Outreach/Direct Contact</p> <ol style="list-style-type: none"> Hold one public event per region per quarter. Present at 2 national conferences a year. Table or present at 4 major and 12 minor public events in Maryland throughout the year. Develop and implement a risk-based editorial calendar to target public outreach activities. <p>Advertising/Signage</p> <ol style="list-style-type: none"> For a no-notice event in appropriate area (i.e., in a geographic area with digital billboard coverage), contact the billboard operator within 10 minutes to post notification. For an event with notice (hurricane, winter storm, etc.) contact billboard operator no later than one hour after appropriate National Weather Service notification about rotating safety messages.
Operational Coordination	
Description	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of capabilities.
Capability Targets	<p>Recovery Operational Coordination</p> <ol style="list-style-type: none"> Upon determination by the MEMA Executive Director that a recovery operation is necessary, appoint the State Disaster Recovery Coordinator (SDRC). Within seventy two hours of appointing the SDRC, create and release the State Response Organization chart. Within twenty-four hours of a request of a local emergency manager or RLO, meet with local emergency managers to support local-level disaster recovery operations. Within ninety-six hours of appointment of SDRC, assess the ability of all recovery agencies to meet goals. Within one week of appointment of SDRC, assess the capacity of all relevant private businesses and non-profits.

Infrastructure Systems	
Description	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Capability Targets	<p>Transportation and Shipping Infrastructure</p> <ol style="list-style-type: none"> 1. Restore service and reopen 100% of state owned and operated airports within 7 days of disaster. Full repairs may take longer. 2. Restore service and reopen 100% of state owned marine terminals within 7 days of disaster. Full repairs may take longer. U.S. Coast Guard (USCG) is the lead agency for restoring maritime commerce. 3. Restore service and reopen 100% state owned commuter rail facilities within 7 days of disaster. Full repairs may take longer. 4. Restore service and reopen 100% of impacted state owned metro subway within 7 days of disaster. Full repairs may take longer. 5. Restore service and reopen 100% of the impacted state owned light rail within 7 days of the disaster. Full repairs may take longer. 6. Within 1 week of the disaster, restore access to 75% state owned blocked roads, bridges, and tunnels that are critical to recovery efforts. (passable) 7. Within 30 days of the disaster, restore access to 100% of impacted state owned roads, bridges, and tunnels. 8. Restore access to state owned fueling stations that are the Maryland Department of Transportation's (MDOT) property within 2 days of the disaster. 9. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 10. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 11. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. <p>Energy Infrastructure</p> <ol style="list-style-type: none"> 1. In the first operational period, coordinate with Emergency Liaison Officers (ELOs) from 100% of affected electricity and gas companies in Maryland. 2. Maintain situational awareness and projected time-to-restoration of critical lifeline utility outage figures, restoration staffing levels, and unmet restoration needs. 3. Within one week of receiving a report from the utility companies affected during a disaster, analyze and provide feedback. 4. As necessary, assist state partners in estimating and communicating restoration times for electricity services to people with disabilities and others with access and functional needs. 5. Within twelve months, establish new regulations that determine restoration times for all utilities. 6. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.

	<ol style="list-style-type: none"> 7. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 8. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.
Economic Recovery	
Description	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
Capability Targets	<p>Tourism Support</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Within 24 hours of receipt of a Presidential Disaster Declaration, coordinate with Economic Recovery Support Function (RSF) partners to send a unified message to businesses and the community regarding the process for requesting and receiving assistance. 5. Within 2-6 weeks of the transition to recovery operations, Economic Recovery Support Function (RSF) partners identify and prioritize the distribution of available resources to support economic recovery operations. 6. Upon the transition to recovery operations, conduct public messaging to alert tourists about the status of attractions and tourist destinations statewide through the duration of recovery operations. 7. Within 1 month of the event, contact Destination Marketing Organizations (DMOs) and County Tourism representatives in each impacted jurisdiction to identify ways to support outreach efforts. <p>Small Business Support</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Within 24 hours of receipt of a Presidential Disaster Declaration, coordinate with Economic Recovery Support Function (RSF) partners to send a unified message to businesses and the

	<p>community regarding the process for requesting and receiving assistance.</p> <ol style="list-style-type: none"> 5. Within 2-6 weeks of the transition to recovery operations, Economic Recovery Support Function (RSF) partners identify and prioritize the distribution of available resources to support economic recovery operations. 6. Make staffing available for all open Essential Service Centers (or Disaster Recovery Centers, if applicable) statewide within 1 week of opening, as needed. <p>Agricultural Support</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. <p>Other Industry Support</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Within 24 hours of receipt of a Presidential Disaster Declaration, coordinate with Economic Recovery Support Function (RSF) partners to send a unified message to businesses and the community regarding the process for requesting and receiving assistance. 5. Within 2-6 weeks of the transition to recovery operations, Economic Recovery Support Function (RSF) partners identify and prioritize the distribution of available resources to support economic recovery operations. 6. Within 1 year of an event, assist local recovery organizations with identifying the needs of existing businesses, as well as potential new business and employment opportunities.
Health and Social Services	
Description	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Capability Targets	<p>Public Health Services Restoration</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.

	<ol style="list-style-type: none"> 3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Within 1 week following an incident, conduct a public health impact assessment for: <ul style="list-style-type: none"> • Environmental health conditions, including laboratory water and soil testing • Food safety and food establishments • Behavioral health interventions • Healthcare needs that can no longer be met by community resources • Structural, functional, and operational impacts to healthcare facilities 5. Within 1 week following an incident, ensure impacted residents have access to: <ul style="list-style-type: none"> • Trauma services • EMS response services • Dialysis services • Pharmaceutical services 6. Prioritize the restoration of and begin the implementation of all other public health and medical services necessary to meet the demand of the population within 1 month of the transition to recovery operations. 7. Return 100% of displaced patients remaining in other facilities to an appropriate facility within 30 days of the transition to recovery operations. <p>Social Services Restoration</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Within 1 week following an incident, conduct a social services impact assessment for: <ul style="list-style-type: none"> • Behavioral health interventions • Family and social services needs that can no longer be met by community resources. 5. Within 1 week following an incident, ensure impacted residents have access to critical social services. 6. Prioritize the restoration of and begin the implementation of all other social services necessary to meet the demand of the population within 1 month of the transition to recovery operations.
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	7. Sustain the simultaneous operation of at least two essential service center(s) in each impacted jurisdiction for two months.
Housing	
Description	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Capability Targets	<p>Transitional/Temporary Housing Options</p> <ol style="list-style-type: none"> 1. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 2. Convene a housing task force within 48 hours post event and determine residential damage assessment methods and strategies. 3. Conduct assessments to determine how to fund programs and services using various available grant programs and sources. 4. Assess whether the Maryland Housing Assistance Program (MDHAP) needs to be setup, and begin taking steps to provide services, if needed, if money is appropriated to the Maryland Housing Assistance Program. 5. Administer MDHAP within 48 hours of the program being funded. 6. Staff at least 1 Essential Services Center per impacted jurisdiction with appropriate personnel knowledgeable in available programs to assist applicants. <p>Long-Term Housing Restoration</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Conduct housing and occupancy inspections in the most heavily impacted areas within 2 months and 100% of inspections within 6 months. 5. Within one month of the transition to recovery operations provide building code and reconstruction guidance to voluntary/non-profit partners conducting recovery operations. <p>Loan Assistance</p> <ol style="list-style-type: none"> 1. Staff 1 disaster recovery center per impacted jurisdiction to help eligible residents with applying to loan programs, as requested. 2. Provide information about loan assistance programs and eligibility to impacted individuals within 1 week of the transition to recovery operations or in accordance with grant program requirements. 3. Determine the eligibility and intake requirements that will be used for loan programs within 1 week post incident or in accordance with grant program requirements. 4. Determine resources and requirements necessary to process 100% of received loan applications for impacted and eligible

	<p>residents within 1 month of the incident or in accordance with grant program requirements.</p> <p>5. Process 100% of received loan applications for impacted and eligible residents within 1 year of an incident or in accordance with grant program requirements.</p>
Natural and Cultural Resources	
Description	<p>Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices, and in compliance with appropriate environmental and historical preservation laws and executive orders.</p>
Capability Targets	<p>Natural Resource Restoration</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Establish protective action guidance for debris removal operations within 1 week of the transition to recovery operations. 5. Within 60 days of an event, clear debris from all impacted state-owned natural resources. 6. Within 90 days of the transition to recovery operations, conduct impact assessments and prioritize the restoration of state-owned natural resources. 7. Within one month of an event, begin to identify federal and state grant programs (beyond traditional FEMA disaster recovery funds) to assist with restoration of natural resources. 8. Develop a restoration plan for state-owned land/resources within 6 months of the transition to recovery. <p>Cultural Resource Restoration</p> <ol style="list-style-type: none"> 1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones. 2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event. 3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event. 4. Establish protective action guidance for debris removal operations within 1 week of the transition to recovery operations. 5. Within 60 days of an event, ensure debris are cleared from all impacted state-owned cultural resources, in accordance with the responsibility of the responsible agency that owns the resources 6. Stabilize state-owned cultural resources to protect from future

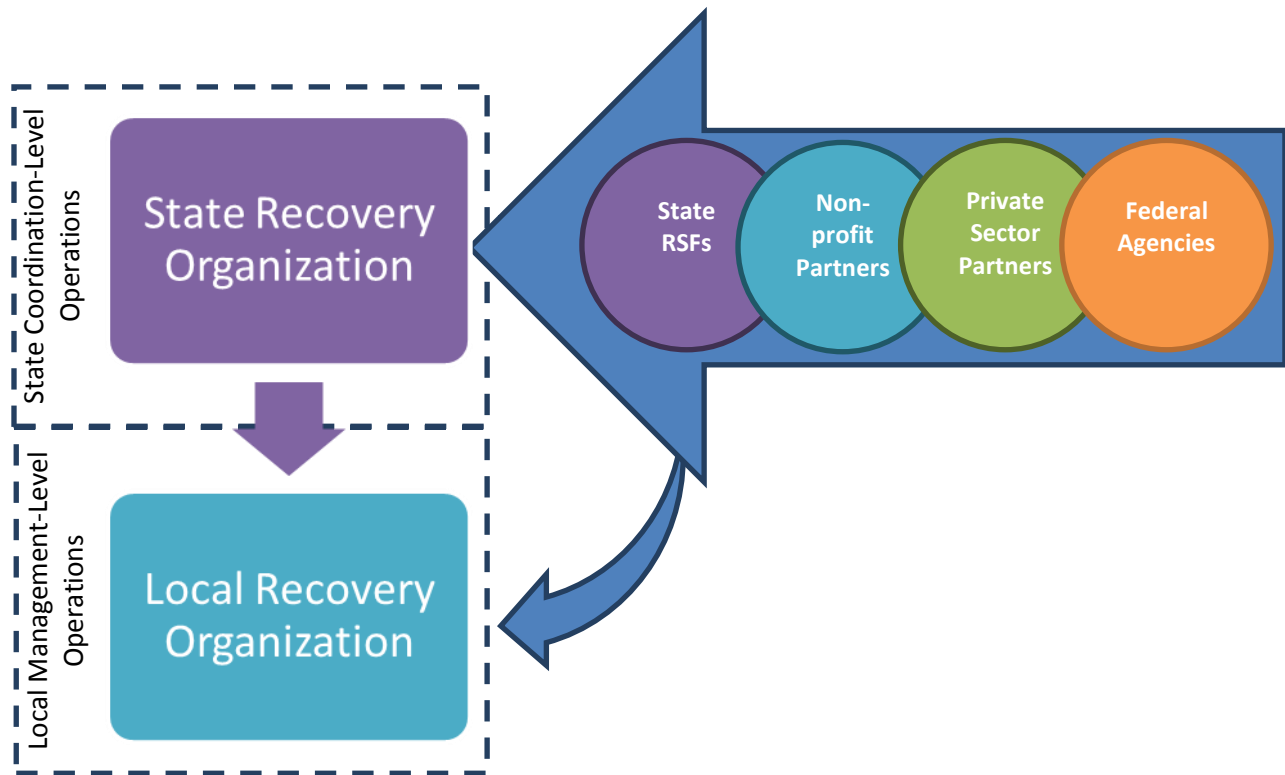
	<p>damage within 30 days of an event.</p> <ol style="list-style-type: none">7. Within 90 days of the transition to recovery operations, conduct impact assessments and prioritize the restoration of state-owned cultural resources.8. Within 90 days of an event, identify impacted non-state-owned cultural resources (such as historic properties) and conduct damage assessments.9. Develop a restoration plan for state-owned land/resources within 6 months of the transition to recovery.
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421

VIII. CONCEPT OF COORDINATION

The figure below illustrates the concept of coordination, as well as the recovery management-level interactions.

Figure 5 – Coordination Structure



Recovery begins at the onset of a disaster, and operational control of the disaster is transferred to the State Recovery Organization as the life-safety issues of response come to a close. Although local jurisdictions have the capability to effectively engage in recovery operations for most disasters without any outside assistance, if a disaster evolves such that resources and/or coordination requirements exceed local capabilities, assistance from the State may be necessary. It is only after local disaster recovery resources are exhausted, or resources that the jurisdiction does not possess are requested, that local authorities may request State disaster recovery resources and assistance. When State resources are exhausted, the State may need to request assistance from neighboring states through the Emergency Management Assistance Compact (EMAC) (see the “Mutual Assistance Compacts” section of the SROP for additional information), or the federal government, usually facilitated through the Federal Emergency Management Agency (FEMA). Additionally, the State may request a Presidential Disaster

440 Declaration, which, if received, makes a wide array of federal programs and resources available to the
441 State.

442
443 The State is responsible for coordinating support operations, which are activities that assist with local
444 disaster recovery, and include the coordination of State resources, as well as obtaining resources from
445 the federal government. The Maryland Emergency Management Agency (MEMA) is the State agency
446 designated to lead the coordination of recovery activities between the local jurisdictions and State
447 departments/agencies at the support level. These activities are based on RSFs, which are the underlying
448 coordinating structures that group resources and capabilities into the functional areas that are most
449 frequently needed in recovery. RSFs also contribute to the delivery of capabilities (included in Table 1,
450 above). More information on the RSFs is included in the “Maryland Recovery Support Functions”
451 section, below. Local jurisdictions are responsible for managing operations, which are the activities
452 within impacted communities (i.e., the “boots on the ground”).

453
454 Due to the unique geographic and political position of the State, it is essential to plan and coordinate
455 through the inter-State regions (i.e., National Capital Region [NCR], Delaware/Maryland/Virginia
456 Peninsula [DelMarVa]). Additionally, Maryland falls within FEMA Region III, and participates in planning
457 efforts with its state partners: Delaware, the District of Columbia, Pennsylvania, Virginia, and West
458 Virginia. As a result of regional interdependencies, recovery operations may require partnerships for
459 coordination at the local, State, regional, or federal levels.

IX. CONCEPT OF OPERATIONS

As response activities scale down and transition away from life safety, incident stabilization, and the protection of property and the environment, the focus shifts to recovery operations. The initial stages of recovery are integrated with response operations. The transition from response to recovery (both timing and management) must be carefully planned and implemented. The following section details the phases of disaster recovery.

A. Phases of Disaster Recovery Operations

Recovery operations can span months or even years, depending on the severity of the disaster. Operations occur along a “continuum” that begins with the final phase of response operations- stabilization- when government, businesses, and utilities start to provide essential services to the community again (even through temporary means), and continues through the restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic disaster. These restoration, strengthening, and revitalization activities are described as short-term, intermediate, and long-term disaster recovery operations. Because each disaster impacts the State in different ways, generalized timeframes are used to describe each of these phases of operations. Additionally, the phases of recovery may overlap each other, as well as the initial incident response, depending on the event, and activities may span multiple phases of disaster recovery operations. The figure below illustrates the transition to and phases of disaster recovery operations.

Figure 6 – Recovery Continuum: Description of Activities by Phase



1. Transition from Response Operations to Disaster Recovery Operations

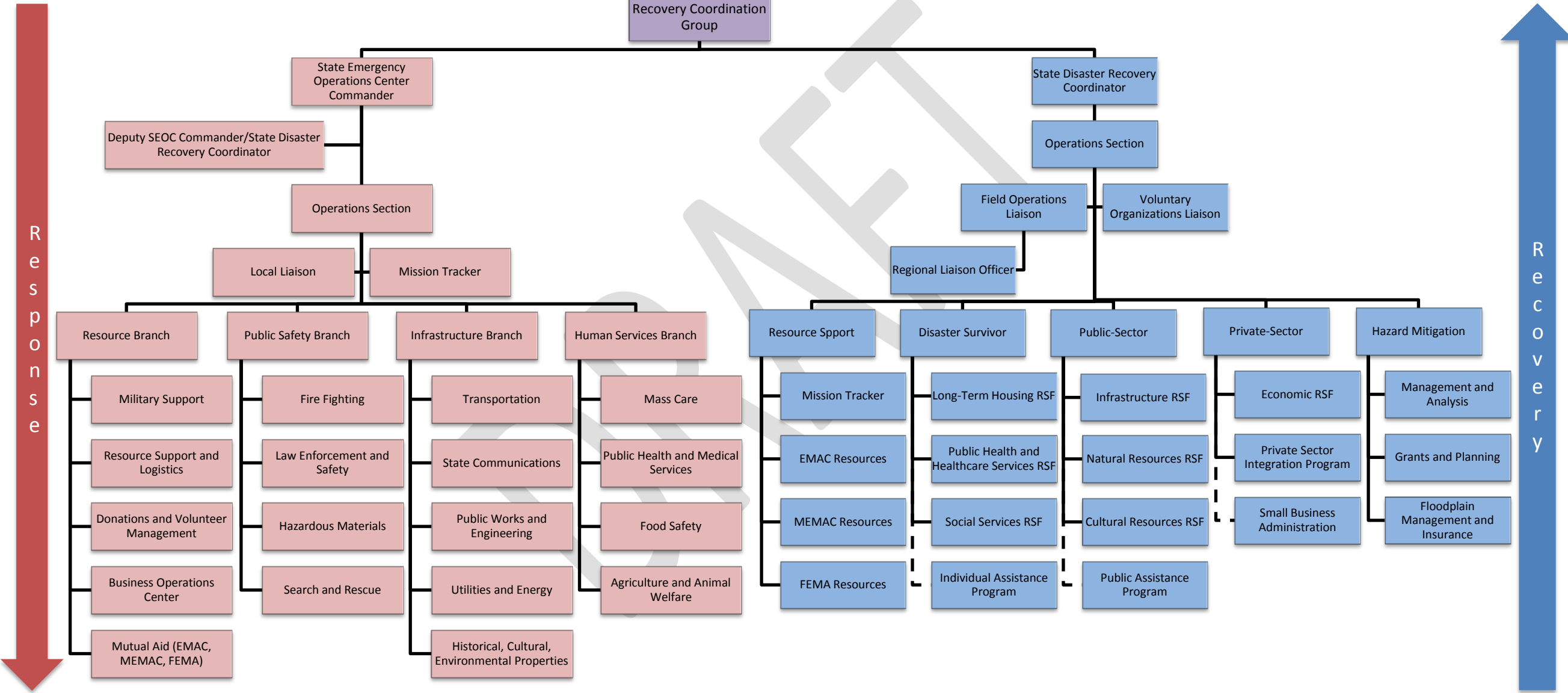
The transition from response operations to recovery is a gradual process, the pace and timing of which depend upon the circumstances of the disaster. As response activities diminish, disaster recovery activities increase. During this time period, direction and control of the State's operations are transferred from the State Emergency Operations Center (SEOC) Commander,¹ to the State Disaster Recovery Coordinator (SDRC).²

The organizational charts detailed in the figure below represent the operations sections (not the entire organizational structure) for response and recovery, and the figure is intended to illustrate the transition from the response phase to the recovery phase – specifically, as response activities decrease, recovery activities increase.

¹ The SEOC Commander is the designated leader of response operations. The roles and responsibilities of the SEOC Commander are outlined in the "Command Section Organization Position Descriptions and Responsibilities" section, below.

² The SDRC is the designated leader of recovery operations. The roles and responsibilities of the SDRC are outlined in the "Command Section Organization Position Descriptions and Responsibilities" section, below.

Figure 7 – Transition from Response to Recovery



2. Short-Term Disaster Recovery Operations

Short-term disaster recovery operations may overlap with response, and generally span the first days or weeks after a disaster; however, there is no pre-determined timeline for short-term disaster recovery. Short-term recovery operations continue to address the health and safety needs of disaster survivors that persist through the end of response operations. Additionally, operations in this phase are characterized by activities such as restoring basic infrastructure and essential community services.

3. Intermediate Disaster Recovery Operations

Intermediate disaster recovery operations occur when vital services have been restored, and generally span the initial weeks and months after a disaster. Like short-term recovery operations, there is no pre-determined timeline for this phase. Intermediate recovery operations involve returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Additionally, intermediate disaster recovery operations are characterized by activities such as strategic planning to achieve permanent recovery measures.

4. Long-Term Disaster Recovery Operations

Long-term disaster recovery operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience, and generally span the months and years after a disaster. Activities in this phase involve the completion of the redevelopment and revitalization of the impacted communities. Additionally, long-term disaster recovery operations are characterized by activities such as rebuilding or relocating damaged or destroyed resources.

B. Disaster Recovery Operations

Maryland has adopted an organizational structure to provide and coordinate support to local jurisdictions, and to receive and coordinate resource support from the federal government, other states, and nonprofit and private-sector partners. This structure is similar to the Incident Command System (ICS) used to manage incident response. The State Recovery Organization structure focuses on coordination of support and resources to local disaster recovery operations.

At the center of the recovery organizational structure are the Command, Finance/Admin, Recovery Organization Logistics, Planning, and Operations sections. The recovery structure is based on the use of Recovery Support Functions during a disaster. RSFs form the basis of the Operations Section and are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of the Recovery Mission Area. The capabilities and the supporting RSFs are listed in the table below.

Table 2 – Maryland Capabilities and Recovery Support Function Primary Agency(ies)

Capability	Recovery Support Function	Primary Agency(ies)
Planning	Community Planning and Capacity Building	MDP
	ALL	MEMA
Public Information & Warning	ALL	MEMA
Operational Coordination	ALL	MEMA
Economic Recovery	Economic Recovery	DBED
Health and Social Services	Public Health and Healthcare Services	DHMH
	Social Services	DHR
Housing	Long-Term Housing	DHCD
Infrastructure Systems	Infrastructure	MDOT, PSC
Natural and Cultural Resources	Natural Resources	DNR
	Cultural Resources	MDP: Maryland Historical Trust

X. ACTIVATION PROCEDURES

The State Disaster Recovery Operations Plan is activated during the Response phase of operations with the appointment of the State Disaster Recovery Coordinator. Upon activation of the State Emergency Operations Center to Level 1, the Senior Policy Group (SPG) will meet to discuss the appointment of the SDRC. The appointment process is handled by the Executive Director of MEMA and is subject to the approval of the Governor. If the SEOC is activated to a Level 2, the SPG will consider the appointment of the SDRC, but may elect not to appoint anyone to serve that position. Finally, the Executive Director of MEMA can appoint an SDRC at his/her discretion regardless of the SEOC activation level. The SDROP, and thereby the State Recovery Organization, is officially activated once the SDRC has been appointed.

In the period before the full transition to recovery operations, the SDRC serves as a deputy to the SEOC Commander. Additionally, the SDRC can convene the Recovery Support Functions while response operations are ongoing to begin planning and preparing for the transition to recovery. To facilitate recovery planning efforts, a member of the SEOC Planning Section may be assigned to the Recovery Organization. This provides continuity between operational phases. If the SDRC and the SEOC Commander, in concert with the Senior Policy Group, determine that the State Recovery Organization will not be necessary, it can be stood down.

XI. STATE DISASTER RECOVERY ORGANIZATION

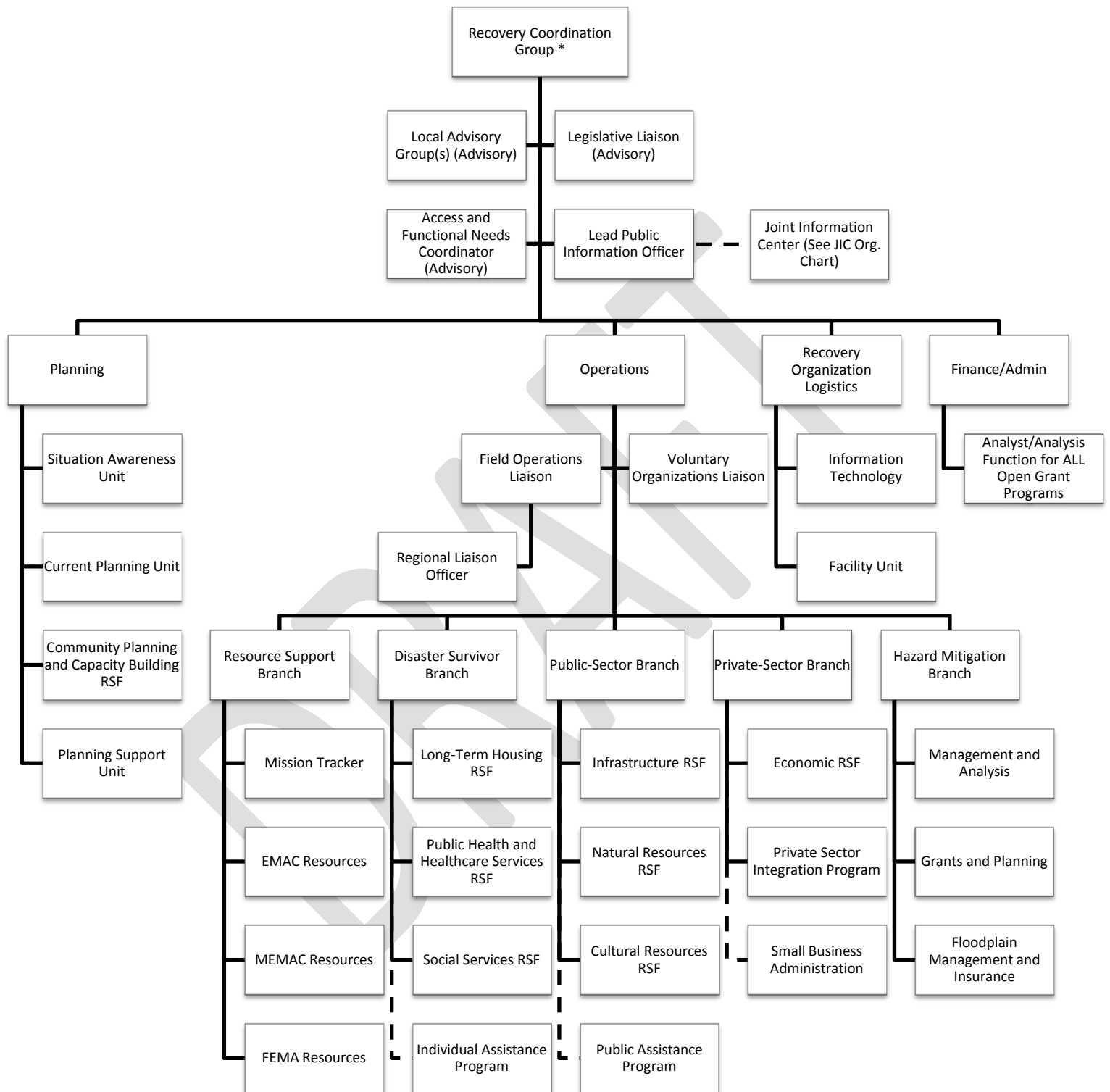
The State Recovery Organization should be physically located in close proximity to impacted jurisdiction(s). The location of disaster recovery operations is determined based on the nature, size, and scope of the disaster, and serves as the site for information sharing and resource coordination at the State-level. The Recovery Organization Logistics Section, described in more detail below, is responsible for determining the location of the State Recovery Organization in conjunction with the MEMA Executive Director and the SDRC.

A. Organizational Structure

The State Recovery Organization is organized into five major sections, in accordance with ICS: Command, Finance/Admin, Recovery Organization Logistics, Planning, and Operations. Each of these sections is divided into functional branches, groups, or units, as needed. MEMA's Executive Director has overall responsibility for the State's recovery operations. MEMA's Executive Director appoints the SDRC who, in turn, assigns section chiefs for Finance/Admin, Recovery Organization Logistics, Planning, and Operations, as needed. The section chiefs determine requirements for their respective organization and staffing, in accordance with the State Recovery Organizational Chart shown below.

The organizational structure of the State Recovery Organization may expand and contract, as the recovery effort requires, under the direction of the SDRC, in coordination with MEMA's Executive Director. The organizational structure is depicted in the following Recovery Organization Organizational Chart figure.

The Small Business Administration, Individual Assistance (IA), and Public Assistance (PA) components all have crosscutting programs, but the majority of their services apply to the branch where they are included.

Figure 8 – State Disaster Recovery Operations Organizational Chart

*Note: The structure of the Recovery Coordination Group is outlined in the “State Disaster Recovery Organization Command” section, below.

Figure 9 – SPG and JOG SEOC Structure

XII. SENIOR LEADERSHIP

The Senior Policy Group and Joint Operations Group (JOG) are intended to be the oversight and policy-setting body put in place to ensure the State Recovery Organization is working effectively, and provide senior leadership over State Disaster Recovery Operations.

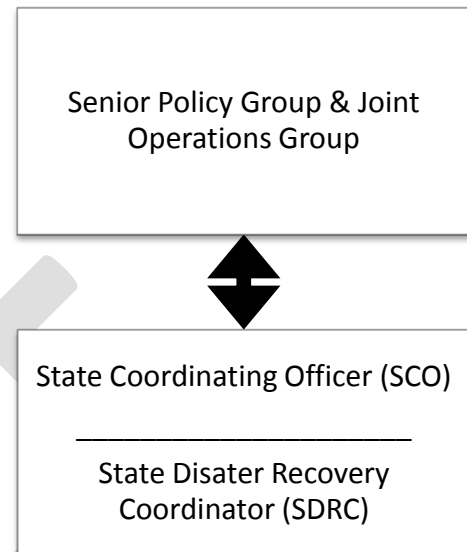
A. Senior Policy Group

The Senior Policy Group serves as a policy- and strategic-level deliberative body during ongoing or long-term emergency situations to analyze critical information, and support the Governor by identifying emergent needs and providing policy recommendations for action, including public messaging. The SPG works together to ensure consistent information is being shared across the various State departments/agencies and the Maryland General Assembly.

The Senior Policy Group is chaired by the Governor (or, in his absence, by MEMA's Executive Director), and is comprised of the MEMA Executive Director, select Governor's Executive Staff, and key senior State government officials. The Senior Policy Group may also consult with senior officials from organizations external to State government, to include the Maryland Voluntary Organizations Active in Disaster (VOAD).

During recovery operations, the Senior Policy Group (SPG) is responsible for approving the selection of the State Disaster Recovery Coordinator, who is designated by the State Coordinating Officer (SCO) (see the SROP for additional information on the SCO). Additionally, the Governor of Maryland (or a designee, such as the Lieutenant Governor) has final approval over the person selected to serve as the State Disaster Recovery Coordinator.

The SPG's standard operational procedure (SOP) outlines the roles and responsibilities of each participant, the notification and activations process, and the Group's deliverables. *Refer to the Senior Policy Group SOP for more information.*



B. Joint Operations Group

The Joint Operations Group advises the SPG on policy- and strategic-level incident-specific issues, concerns, decisions, needs, gaps, and resources. The JOG is comprised of the key members of the Governor's Executive Staff, management Directors at MEMA, and key deputies and/or designees of SPG members. The JOG will gather initial situational information, provide high-level analysis, and coordinate actions to prevent, protect, mitigate, respond to, and recover from manmade and naturally-occurring hazards and threats.

The Joint Operations Group is facilitated by the MEMA directorate leads (Operations, Preparedness, and/or Administration), and is made up of deputy-level agency representatives and select senior executive staff.

The JOG's SOP outlines the roles and responsibilities of each participant, the notification and activations process, and the Group's deliverables. *Refer to the Joint Operations Group SOP for more information.*

XIII. STATE DISASTER RECOVERY ORGANIZATION COMMAND

The Command Section of the Recovery Organization structure consists of:

- Recovery Coordination Group
 - State Coordinating Officer (SCO)
 - State Emergency Operations Center (SEOC) Commander
 - State Disaster Recovery Coordinator (SDRC)
- Local Advisory Group (Advisory)
- Legislative Liaison (Advisory)
- Access and Functional Needs Coordinator (AFNC) (Advisory)
- Lead Public Information Officer (PIO)
- Joint Information Center (JIC)

The figure below represents the Recovery Command Group.

The figures below represent the Recovery Coordination Group and the recovery command staff, respectively.

Figure 10 – Recovery Coordination Group

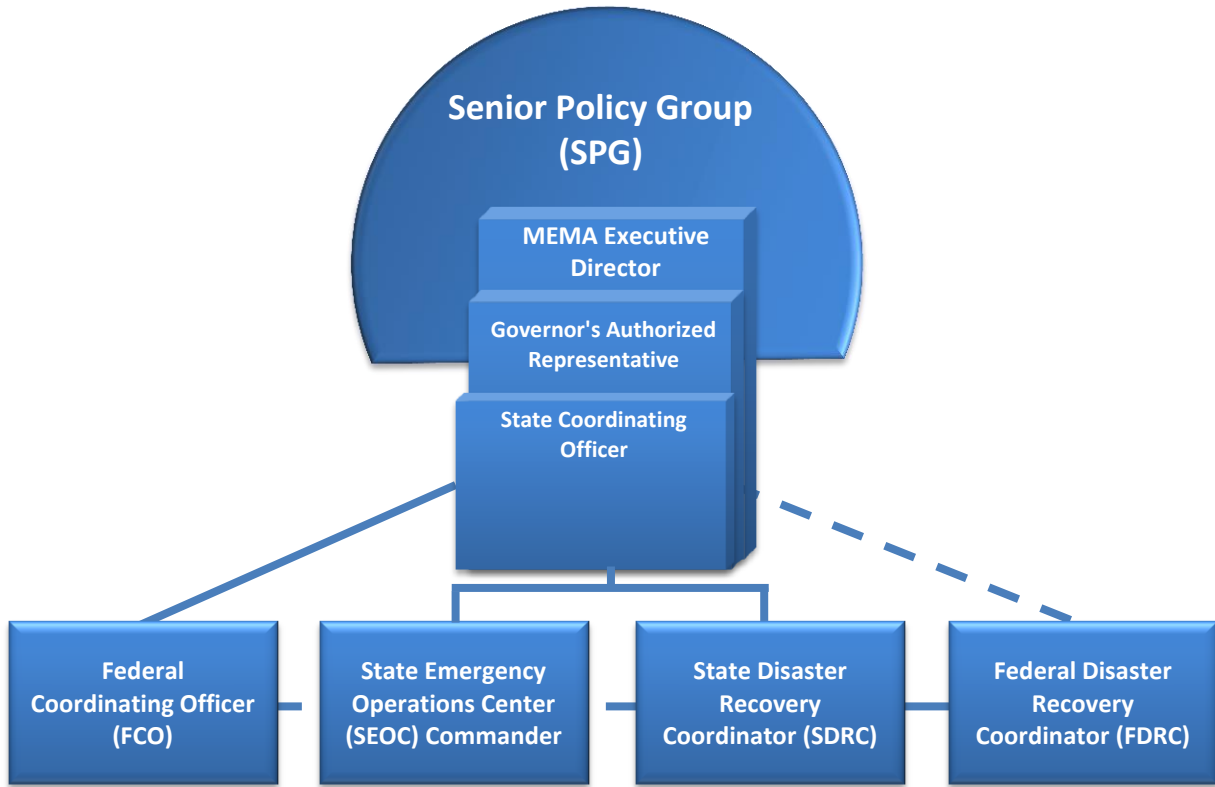
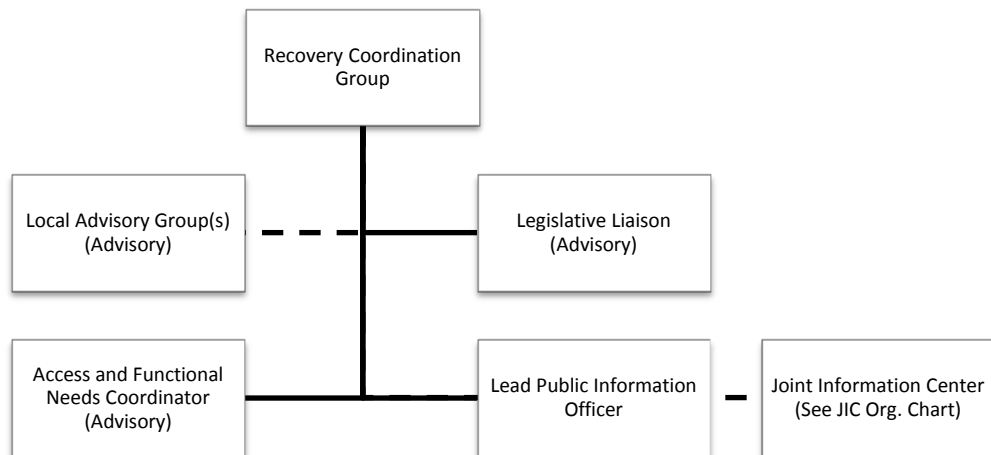


Figure 11 – Command Staff



A. Command Section Organization Position Descriptions and Responsibilities

1. MEMA Executive Director

The Executive Director of MEMA serves as the State Coordinating Officer (SCO) unless otherwise directed by the Governor. The Executive Director is part of the SPG, and serves in a policy position for the State Recovery Organization. As SCO, the Executive Director's responsibilities include the following tasks:

- Appointing the SDRC;
- Interfacing with the Federal Coordinating Officer, as needed; and
- Serving as the Governor's Authorized Representative (GAR),³ as needed.

The Federal Coordinating Officer (FCO) is appointed by the President, and consults with the FEMA Regional Administrator.

2. State Emergency Operations Center Commander

The SEOC Commander's responsibilities are outlined in the State Response Operations Plan (see the SROP for more information). The SEOC Commander is included in this Plan because of the overlap between response and recovery operations.

3. State Disaster Recovery Coordinator

Once appointed, the SDRC observes response operations as a deputy to the SEOC Commander and begins to identify any outstanding issues that need to be addressed as recovery operations expand.

The SDRC may request State resources be assigned, as needed, to support the Recovery Organization, and is also responsible for the following tasks:

- Serving as the Recovery Organization point of contact for the Governor and the SPG, including providing status updates and policy direction;
- Coordinating and providing direction and guidance to the section chiefs;
- Ensuring problems between different levels and functions of governmental emergency management are resolved in an expeditious manner;

³ The GAR is designated as a part of the FEMA/State Agreement after a major disaster is declared under the Stafford Act. The GAR is responsible for executing documents on behalf of the State. Additionally, the GAR has a role in ensuring that federal funding received following a disaster declaration is monitored appropriately. The specific responsibilities of the GAR are outlined in the administrative plans for each federal grant.

- Establishing objectives, planning strategies, and implementing tactics;
- Ensuring adequate financial support and resources are available for the response operations;
- Coordinating with federal counterparts to ensure adequate State support is provided for federal response and recovery activities; and
- Maintaining full authority over the Recovery Organization.

a) Appointing a State Disaster Recovery Coordinator

The SDRC is selected and appointed by the Executive Director of MEMA and is subject to the approval of the Governor. The person selected to serve as the SDRC depends on the event. Potential candidates for the SDRC include State employees, and an individual with the following skills and experience would be preferable: 1) experience managing large, complex, inter-departmental/agency projects; 2) knowledge of and/or experience with disaster recovery; and 3) an understanding of State emergency operations and experience with ICS.

4. Local Advisory Group

The Local Advisory Group is made up of the leadership of local recovery efforts in the impacted jurisdiction(s). The highest ranking person or position (or their designee) should serve on the Local Advisory Group; however, it may not necessarily be comprised of local government representatives. The Local Advisory Group could be made up of the Local Disaster Recovery Managers (LDRMs) (see the “Local Integration” section, below, for more information).

The Local Advisory Group is responsible for advising the SPG and SDRC regarding the general direction and overarching policy guidance as they apply to local jurisdictions. The Local Advisory Group does not, however, have the authority to encumber funds, or to make commitments that are binding on the State or local jurisdiction(s). The purpose of the Local Advisory Group is to provide advice on policy related to the disaster recovery efforts, and its responsibilities include the following tasks:

- Impacting policy decisions as an advisory group, and giving the local jurisdictions a voice;
- Advising on policy-related matters;
- Meeting with the SDRC;
- Meeting with the local impacted jurisdiction(s); and
- Maintaining the Recovery Organization’s transparency and accountability to the general public.

The Federal Disaster Recovery Coordinator is appointed to the disaster, and works with the FCO.

5. Legislative Liaison

The Legislative Liaison is responsible for staying abreast of what is occurring in Congress related to appropriations for impacted jurisdictions, and for developing federal funding opportunity lists to help the State pursue grant awards. This may involve coordinating with the Governor's Director of Federal Relations. In addition, this position provides regular updates to the State's elected officials and the Maryland General Assembly regarding disaster recovery activities. The Legislative Liaison is also responsible for staying abreast of issues in the Maryland General Assembly related to State recovery.

6. Access and Functional Needs Coordinator

The AFNC is responsible for providing policy guidance to the Recovery Organization. The AFNC will coordinate with the State agencies and departments that provide services to and advocate for people with disabilities and others with access and functional needs to ensure people's needs are met. The AFNC is included in the Command Staff to provide guidance on the integration of issues related to planning for people with disabilities and others with access and functional needs, including in both recovery planning and operations.

7. Lead Public Information Officer

The Lead PIO advises the SDRC and the SPG on information dissemination and media relations. The Lead PIO also obtains information from and provides information to the Planning/Intel Section, and to the community and media, and maintains constant communication and coordination with the JIC.

8. Joint Information Center***a) Joint Information System***

The Joint Information System (JIS) is the process by which information is obtained, evaluated, and checked for accuracy before being released to the media and the public, so that the information is timely, accurate, consistent, and easy to understand. The goal is to contribute to the safety and well-being of the citizens of Maryland before, during, and after a disaster. This information must explain what people can expect from the State's departments/agencies, their local governments, and the federal government. The ultimate goal of the JIS – "many voices, one message" – is to provide uniform, coordinated, and consistent messaging to the public.

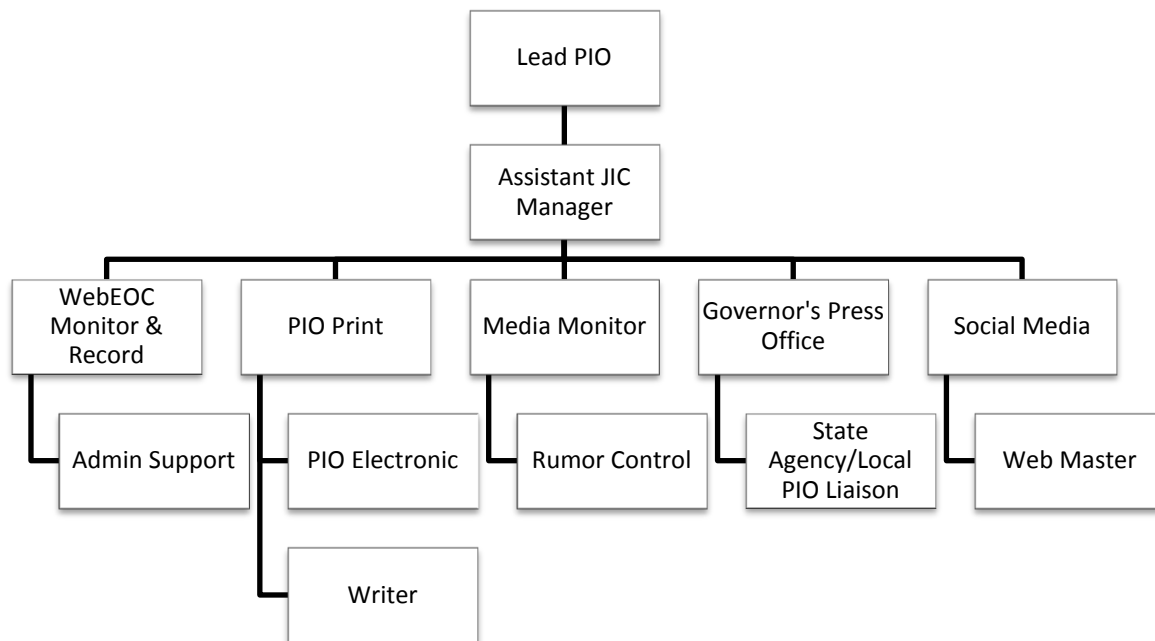
The challenge is for participants to speak with one voice. This requires close coordination with emergency managers, and departments and agencies at the State, federal, and local levels, using every device and technology available. The JIS also may include two or more JICs involved in the same

incident. It is vital that all JIC leaders involved in one incident remain in frequent contact to ensure a common message is being given to the public.

b) Joint Information Center Staffing

The number of staff assigned to the JIC depends upon the size, nature, and/or complexity of the disaster. Additionally, JIC staff may be participating remotely or virtually. In general, there is a Lead PIO, an Assistant JIC Manager (or more, if needed), and staff public information specialists, who are responsible for the various JIC functions. In small-scale operations, the PIO may work alone or with a few staff to perform all of the functions associated with public information activities.

Figure 12 – Joint Information Center Organization



Depending upon the circumstances, senior State officials may become the designated spokesperson(s) to provide routine updates to the public, through the media, on the State's disaster recovery efforts. The spokesperson, by his/her position, lends credibility to the State's posture on the issue. The spokesperson may be designated by his/her statutory authority, or by the Governor (e.g., Secretary of the Department of the Environment briefs on environmental issues, Secretary of Health and Mental Hygiene briefs on health and medical issues, etc.). A disaster that impacts multiple State departments/agencies may require several senior State officials to comment on their part of the disaster

744 recovery. All of the resources of the Joint Information Center (JIC) are at the disposal of these
745 designated spokespersons to assist with talking points for media briefings.

746
747 Certain disaster recovery efforts may require the dispatch of State PIOs to respond to media demands at
748 or near the scene of the incident. Additionally, disaster recovery efforts, such as an accident involving a
749 nuclear power plant, may require the establishment of a near-site news media center. State public
750 information personnel may join the local jurisdictions' PIOs, and the PIOs of other departments/agencies
751 or organizations to establish these centers and refer media queries to them. Otherwise, the media
752 center function is a component of the JIC.

753
754 In all JIC operations, the staff reports to the Lead PIO, who may delegate responsibility for specific
755 functions to an assistant or JIC staff member. During Presidential Disaster Declarations, the Lead PIO
756 (or designee) is a member of the State Coordinating Officer's (SCO) immediate staff, serving as the
757 spokesperson for the SCO, and advisor to the SCO on public information issues. Duties within the JIC
758 during a Presidential Disaster Declaration are coordinated with the Lead Federal PIO, who may actually
759 be located in the State JIC before the establishment of a Joint Field Office (JFO). Disaster recovery-
760 related messaging focuses on providing the public with information about the availability of resources
761 that can help with disaster recovery.

762
763 Information received is shared and coordinated with PIOs of State, local, and federal government
764 agencies, and nongovernmental agencies involved in the disaster recovery effort.

XIV. FINANCE/ADMIN SECTION

The Finance/Admin Section of the State Recovery Organization consists of:

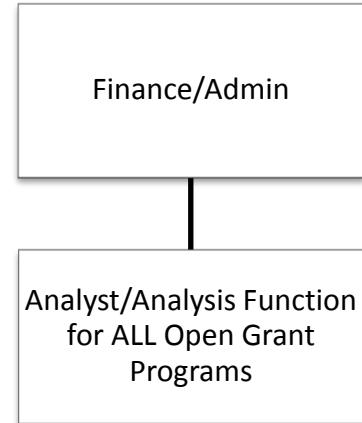
- Finance/Admin Chief
- Analysts/Analysis Function for All Open Grant Programs

The Finance/Admin Section within the Recovery Organization is responsible for collecting, analyzing, and reporting the costs associated with State recovery operations, and assisting with collecting data for the request for a Presidential Disaster Declaration (if a Declaration has not already been requested). Additionally, if a request for a Presidential Disaster Declaration has been made and that request has been denied, the Finance/Admin Section works to collect data to provide in the State's appeal, if applicable.

The individual positions within the section are assigned, as needed, and multiple positions may be held by one individual, when reasonable. The Finance/Admin Section works with State departments/agencies and local jurisdictions to assist in obtaining the necessary financial information. All State departments/agencies supporting statewide disaster recovery operations are required to track costs associated with their activities, and report those costs to the Finance/Admin Section. The Finance/Admin Section Chief reports on the total running costs, and reports any problems that may arise from the current and projected financial situation to the SDRC, as requested.

The Finance/Admin Section also tracks the status of all open recovery-related grant programs with funds being expended in the State. The section establishes a format and reporting requirements to accurately track the funds that are available in the State and the status of those funds.

Figure 13 – Finance/Admin Section Organization

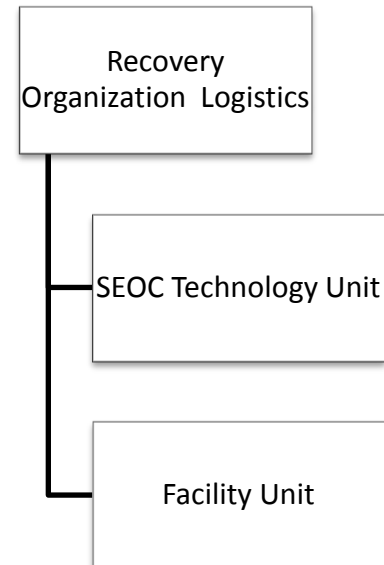


XV. RECOVERY ORGANIZATION LOGISTICS SECTION

The Recovery Organization Logistic Section consists of:

- Logistics Chief
- SEOC Technology Unit
- Facility Unit

Figure 14 – Recovery Operations Logistics Section Organization



The Recovery Organization Logistics Section is responsible for supporting the physical operations of the State Recovery Organization (note that the location of operations may vary based on the nature, size, and scope of the disaster, and is determined by the Recovery Organization Logistics Section). This includes supporting the assigned personnel with facilities, food services, transportation, and lodging accommodations, as necessary.

The Recovery Organization Logistics Section is also responsible for maintaining the SEOC Technology used in the location of disaster recovery operations, including the IT infrastructure and software. The software includes WebEOC® and all its functionality, as well as WebEX webinars.

Additionally, the Recovery Organization Logistics Section maintains the telecommunications infrastructure of the disaster recovery operations site within these four areas:

- Telephone
 - Land Lines
 - Cellular
 - Satellite
- Wide Area Network
- Radio Communications
- Video Telecommunications

In addition to maintaining the telecommunications infrastructure, the Recovery Organization Logistics Section is responsible for answering phone calls, and maintaining the phone and email directory for the State Recovery Organization.

823 The Recovery Organization Logistics Section is responsible for monitoring access to the facility, providing
824 credentialing to authorized guests, and maintaining an accurate and up-to-date list of visitors and staff.

XVI. PLANNING SECTION

The Planning Section of the State Recovery Organization consists of:

- Planning Chief
- Situation Awareness Unit
- Community Planning and Capacity Building RSF
- Current Planning Unit
- Planning Support Unit

The Planning Section is responsible for maintaining situational awareness during State disaster recovery operations, and for leading the development of a variety of planning deliverables throughout all phases of disaster recovery operations. To that end, the various units within the Planning Section have a responsibility to produce Situation Reports (SITREPs), the State Recovery Support Strategy (SRSS), the State Support Plan (SSP), and any needed Crisis Action Plans. The coordinated development of these documents is facilitated through the Information Management Process (IMP), which is detailed in the figure below.

Figure 15 – Planning Section Organization

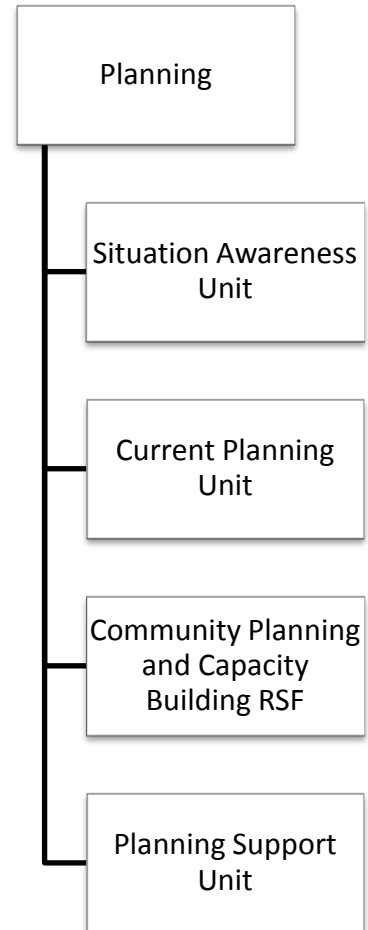
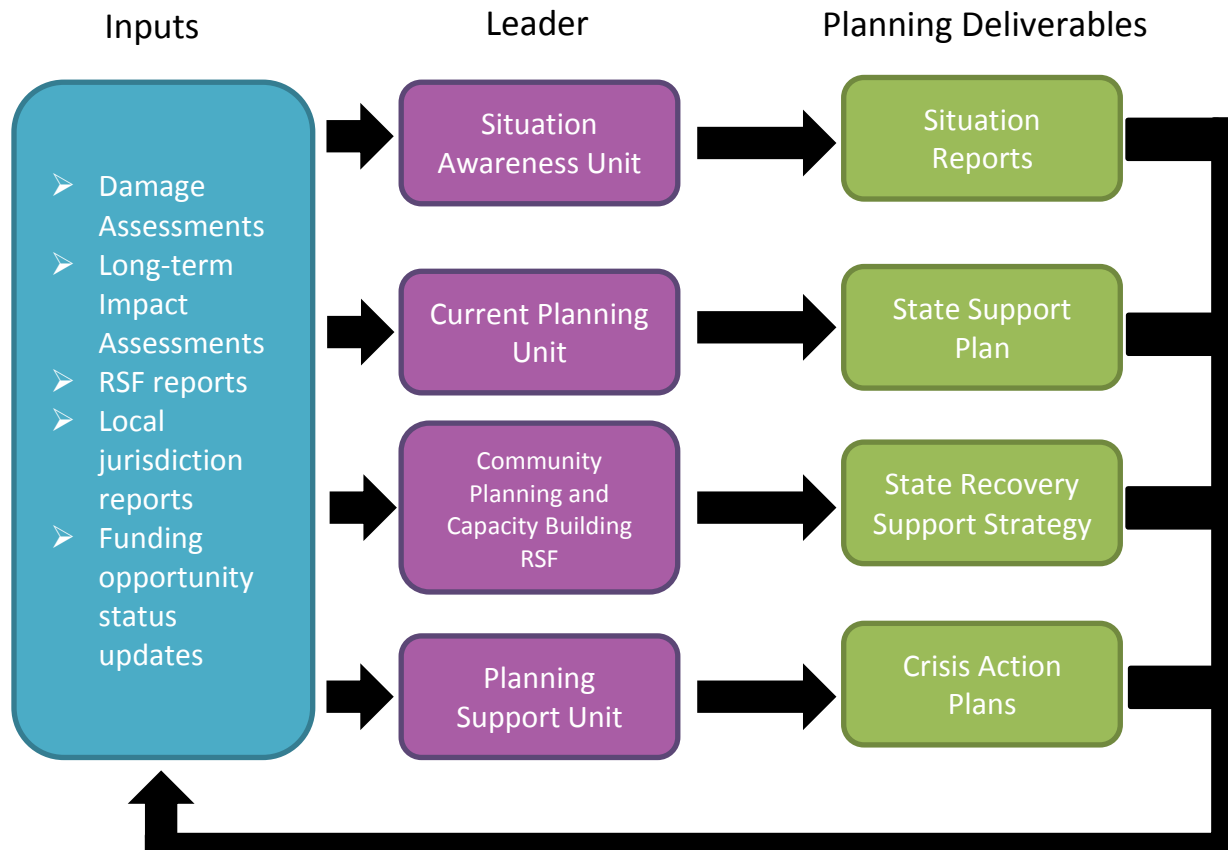


Figure 16 – Information Management Process



A. Inputs

Inputs to the IMP vary greatly based on the size and scope of each disaster. In general terms, all data from the various damage and impact assessments happening around the State are used to inform the development of the various planning deliverables. Additionally, the Planning Section uses information from activated RSFs and from impacted local jurisdictions. Finally, status updates on the processes and expenditures of the active grant programs in the State are important for the Planning Section.

B. Planning Deliverables

1. Situation Reports

The Situation Awareness Unit produces a SITREP once every operational period for the duration of recovery operations. The operational periods are determined by the Planning Section Chief and the SDRC, and may be significantly longer than the operational periods of response operations (e.g.,

depending on the scope of recovery operations, operational periods could span weeks or even a month at a time).

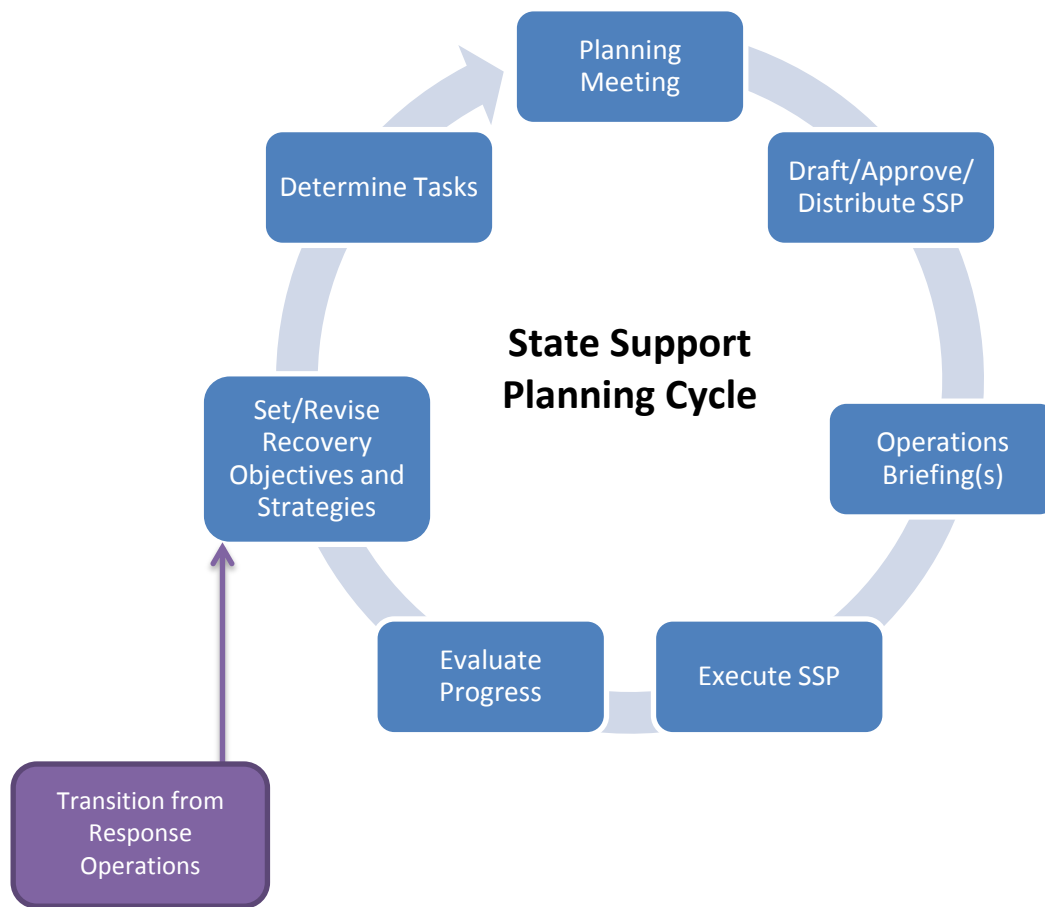
Much like the SITREPs produced during response operations, these documents serve as detailed reports of all activities that have happened or are currently happening in the operational period. SITREPs are a compilation of data received through the various inputs of the IMP, which have been analyzed and displayed in an effective way by the Situation Awareness Unit. Final SITREP documents are distributed to the appropriate stakeholders, and archived as a part of the official documentation for the disaster.

2. State Support Plan

Development of the State Support Plan is led by the Current Planning Unit. A continuation of the SSPs that are implemented during response operations, the SSP serves as the State Recovery Organization version of an Incident Action Plan (IAP). The Current Planning Unit, in collaboration with the Operations Section Chief and the SDRC, facilitates the development of leadership priorities, objectives, and operational tasks for the State Recovery Organization during the defined operational period. The SSP is intended to address the current activities of the recovery organization.

The development of the SSP during recovery operations is facilitated through the State Support Planning Cycle, outlined in the figure below.

879

Figure 17 – State Support Planning Cycle

880

881

a) State Support Planning Cycle

882 The steps of the State Support Planning Cycle collectively ensure that the State Recovery Organization
 883 has a clear and consistent direction, and the process is continually monitored and evaluated throughout
 884 disaster recovery operations. Initially, some objectives that were not fully completed during response
 885 operations carry over into short-term recovery operations.

886

887 As the planning cycle continues, the Operations Section (and, thereby, the RSFs) identifies new
 888 objectives based on unmet needs, within their scope of operations. Initially, the planning cycle may
 889 occur over operational periods defined by hours or days, and may expand, over time, to weeks or
 890 months. These objectives are formulated based on all of the inputs to the Information Management
 891 Process. The RSFs are responsible for developing and executing tasks to achieve those objectives during
 892 the operational period. Progress in completing objectives is monitored throughout recovery
 893 operations, and objectives are modified, as necessary.

894 ***b) Joint State and Federal Incident Action Planning***

895 During recovery operations where a JFO has been established, the State Support Planning Cycle is
896 integrated with the FEMA Incident Action Plan Process.⁴ The resulting document is a Joint State and
897 federal IAP that provides both State and federal objectives. The steps in the planning process are very
898 similar, and stakeholders from both the State and federal operations participate in planning meetings in
899 order to set objectives, strategies, and tasks.

900 **3. State Recovery Support Strategy**

901 In contrast with the SSP, the State Recovery Support Strategy is a visionary document that outlines the
902 “new normal” after a disaster event, and establishes strategic goals for achieving that vision. Due to the
903 dynamic nature of post-disaster operations (both response and recovery), it may take several months
904 for all of the information to be available to produce a complete SRSS document. Significant effort must
905 be expended to conduct the necessary long-term impact assessments and damage assessments in the
906 impacted communities because these inputs guide the development of the SRSS and all of the other
907 planning deliverables. The SRSS is updated periodically, as recovery operations stretch into the months
908 and years following a disaster, and as recovery milestones are achieved.

909 ***a) Integration with the State Support Planning Cycle***

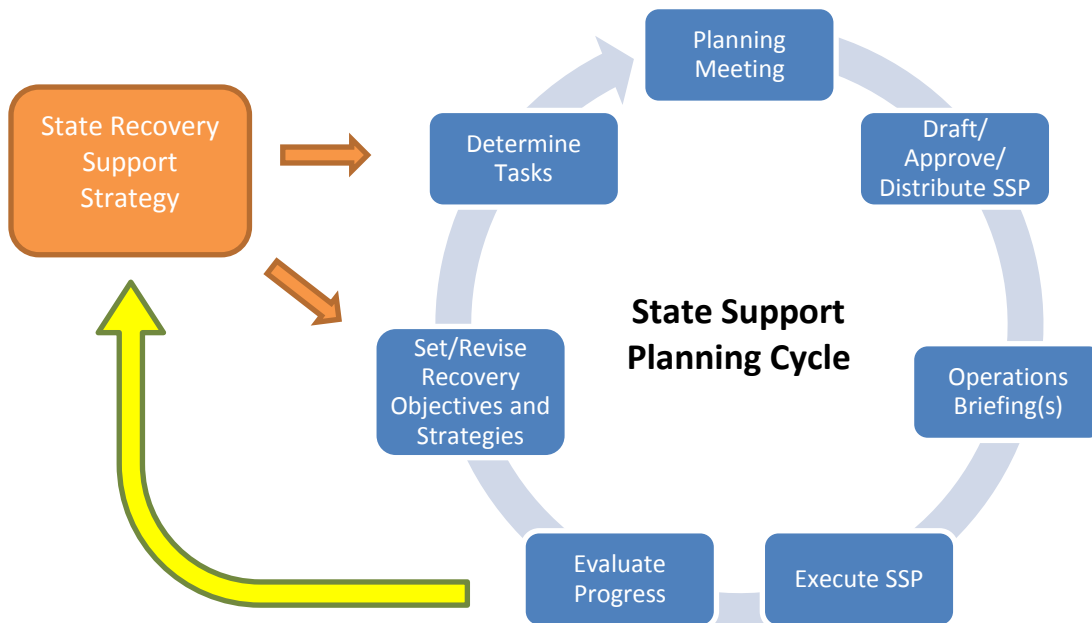
910 While the SSP and the SRSS differ in many ways, they are designed to inform one another, and to
911 collectively guide the State’s recovery operations toward rebuilding stronger and safer communities. In
912 the early phase of recovery operations, transition from response operations is still occurring, and
913 intermediate and long-term recovery operations are being activated. During this time period, progress
914 is still made to advance recovery operations (through the SSP), but no long-term guidance exists.

915
916 As the various impact assessments are conducted and completed (i.e., inputs to the Information
917 Management Process), the SRSS is developed. The long-term strategic goals and priorities that are
918 developed through this planning process are used to inform the State Support Planning Cycle.
919 Specifically, after the SRSS is developed, the outlined long-term goals for recovery direct the objectives,
920 strategies, and tasks that are developed during the State Support Planning Cycle for the defined
921 operational period. As recovery operations move through the months and years following a disaster,

⁴ FEMA, FEMA Incident Action Planning Guide (Jan. 2012), *available at*
[http://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20Incident%20Action%20Planning%20Guide%20\(IAP\).pdf](http://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20Incident%20Action%20Planning%20Guide%20(IAP).pdf) (last
visited Mar. 7, 2014).

full integration of the two deliverables occurs, and the SSP becomes the operational execution of the vision outlined in the SRSS.

Figure 18 – State Support Strategy Integration with the State Support Planning Cycle




Likewise, the development of the SRSS is influenced by the SSPs. The unmet needs and outstanding issues identified through the SSP cycle are used to revise the SRSS goals.

4. Crisis Action Plans

Led by the Planning Support Unit, Crisis Action Plans may need to be developed as disaster recovery operations unfold. Crisis Action Plans address complex problems that require interagency coordination to meet the immediate needs of the impacted communities or the State. These plans expand upon the State Support Plan, which is broader in scope, and serve to solve particular recovery-related issues in the short term. Examples of the types of issues that would warrant the development of Crisis Action Plans are listed in the following figure.

937

Figure 19 – Types of Situations Warranting Crisis Action Plans

- 
- Maritime Debris Removal
 - Underground Utility Infrastructure Restoration
 - Transitional Housing
 - State Highway Access Restoration

938

XVII. OPERATIONS SECTION

Recovery operations begin during the response phase as life safety and incident stabilization activities are winding down. The figure below demonstrates how the Operations Section is organized during recovery operations.

The Operations Section of the State Recovery Organization consists of:

- Operations Chief
- Field Operations Liaison
 - Regional Liaison Officer(s) (RLOs)
- Voluntary Organizations Liaison

Resource Support Branch

- Mission Tracker
- EMAC Resources
- MEMAC Resources
- FEMA Resources

Disaster Survivor Branch

- Long-Term Housing RSF
- Public Health and Healthcare Services RSF
- Social Services RSF
- Individual Assistance Program

Public Sector Branch

- Infrastructure RSF
- Natural Resources RSF
- Cultural Resources RSF
- Public Assistance Program

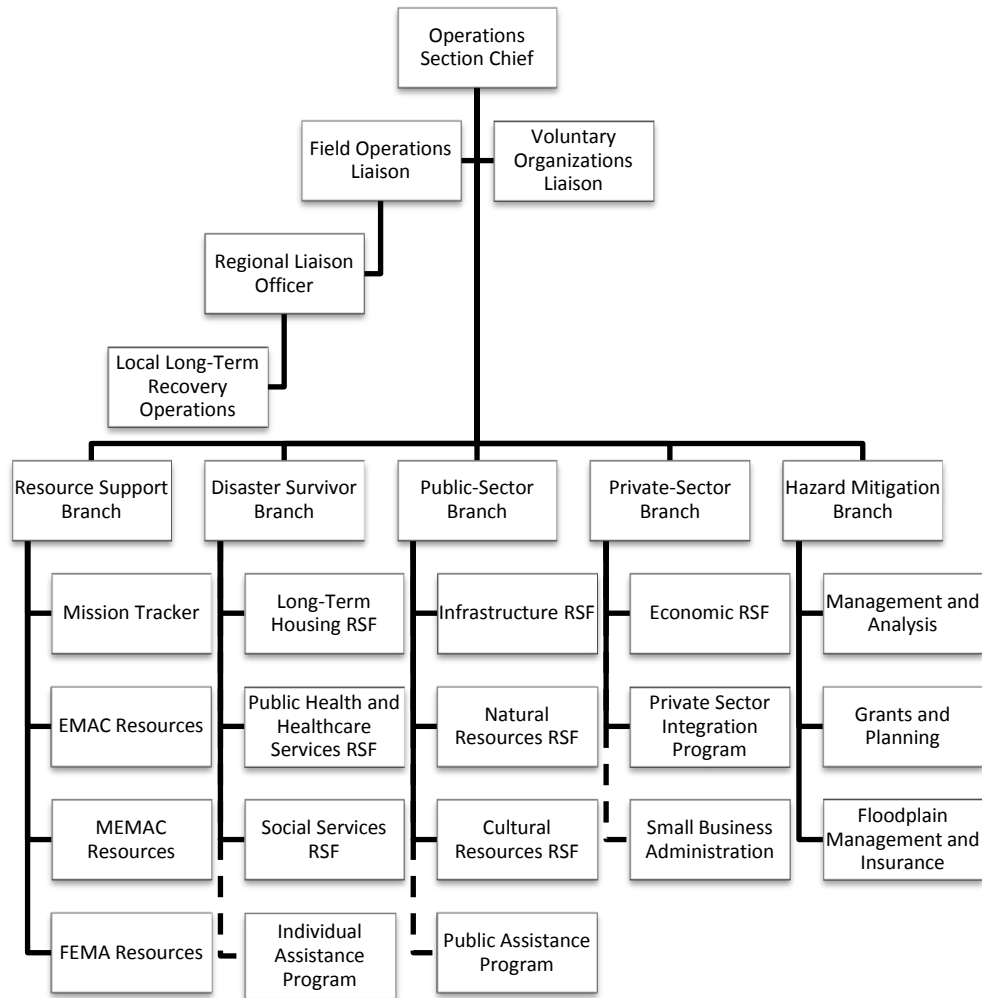
Private-Sector Branch

- Economic RSF
- Private Sector Integration Program
- Small Business Administration

Hazard Mitigation Branch

- Management and Analysis
- Grants and Planning
- Floodplain Management and Insurance

951

Figure 20 – Operations Section Organization

952

953

954 The Operations Section is responsible for ensuring RSFs and other critical recovery operations functions
 955 coordinate activities as they carry out the objectives set forth by the SDRC and the Senior Leadership.
 956 With regard to recovery, and particularly long-term recovery, the SDRC works with the relevant
 957 departments and agencies with roles in disaster recovery, with the primary focus on maintaining
 958 communication and coordination among members of the recovery effort who are working within their
 959 department/agency's scope.

960

961 The Operations Section helps to coordinate all elements at the State, local, and federal levels of the
 962 recovery effort. To facilitate this, the Operations Section manages, assigns, and monitors mission
 963 requests. Additionally, the branches of the Operations Section are expandable, as needed, and can

even be expanded geographically. The branches also contract, as needed, at the direction of RSF primary agencies, in coordination with the Operations Section Chief and the SDRC.

A. Operations Section Roles

1. Operations Section Chief

The Operations Section Chief serves in a coordination role to help funnel recovery information to and from the RSFs delivering services and resources to the impacted communities.

2. Field Operations Liaison

The Field Operations Liaison position is an “awareness” role, and serves to coordinate State-level resources, rather than dictate operations, in impacted communities. This position helps provide the Operations Section Chief and the SDRC with the “big picture” of the recovery effort, as well as information on county- and regional-level operations.

For events of extraordinary magnitude, where resources are deployed across a large portion of the State, the Field Operations Liaison may assign a supervisor for each division of the State (note that divisions vary based on the scope of each disaster) in order to facilitate information sharing across all regions and all impacted communities.

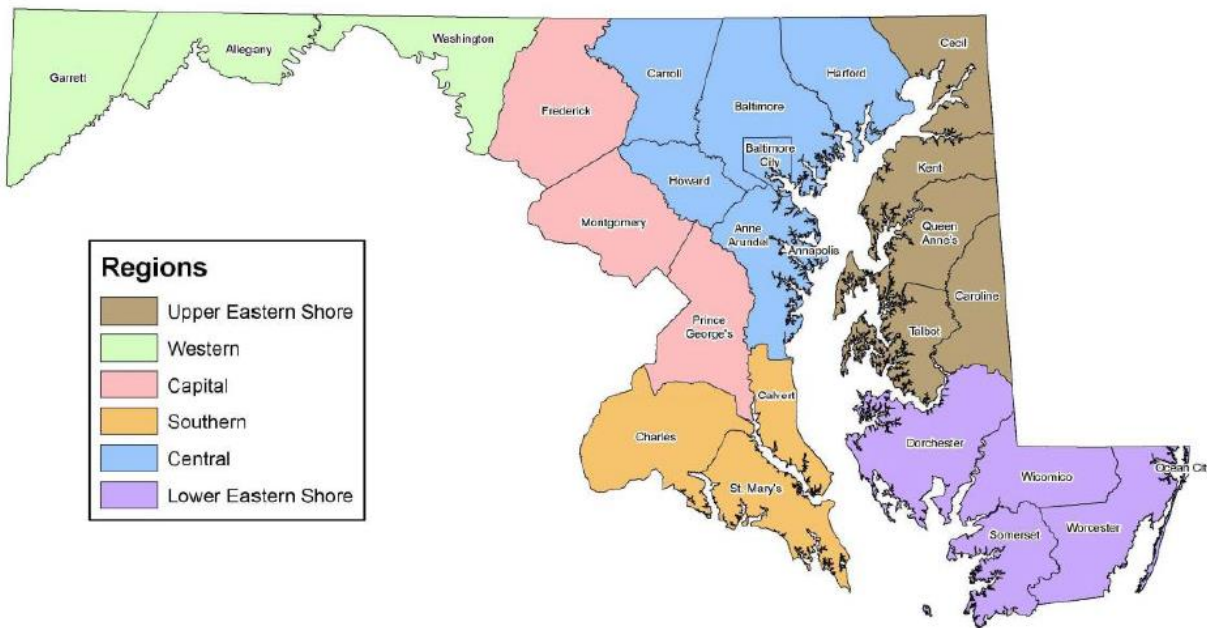
a) Regional Liaison Officer(s)

The Regional Liaison Officers are critical links between the local jurisdictions and MEMA. They manage requests for resources or support, and help maintain situational awareness of local response activities. An RLO functions as a member of the local jurisdiction’s Command Staff as the Liaison Officer and is responsible for ensuring State and local operations are coordinated, and that the local jurisdiction receives the support they request. Responsibilities of deployed RLOs are to:

- Maintain a list of assisting and cooperating departments/agencies and department/agency representatives;
- Establish coordination between local activities and the State Recovery Organization;
- Monitor recovery operations to identify coordination challenges;
- Monitor recovery operations to identify local resource and mission support needs; and
- Participate in State Recovery Organization planning meetings, and provide current resource status information, including the limitations and capabilities of local resources.

MEMA's Western Region consists of Garrett, Allegany, and Washington Counties. The Capital Region consists of Frederick, Montgomery, and Prince George's Counties. The Southern Region consists of Charles, St. Mary's, and Calvert Counties. The Central Region consists of Anne Arundel, Howard, Carroll, Baltimore, and Harford Counties, and Baltimore City. The Upper Shore Region consists of Cecil, Kent, Queen Anne's, Caroline, and Talbot Counties. The Lower Shore Region consists of Dorchester, Wicomico, Worcester, and Somerset Counties. Annapolis, the State Capitol, and Ocean City, and cities within Anne Arundel and Worcester Counties, respectively, are designated as significant cities.

Figure 21 – Maryland Emergency Management Regions



3. Voluntary Organizations Liaison

The Voluntary Organizations Liaison serves as a point of contact for the operations-level voluntary organizations that are engaged in recovery activities in impacted communities. This position interfaces with the leadership of the various voluntary agencies, and provides information about the activities of those agencies to the Operations Section Chief. Additionally, the Voluntary Organizations Liaison provides information to the operational organizations regarding activities of State government entities, and serves as a resource for any operational issues faced by the voluntary organizations.

4. Branches

The branch directors collate information from the Recovery Support Functions, and supply information for briefings to the SPG. This structure is intended to help ensure all aspects of recovery are included,

and it is also intended to help reduce organizational conflict between the State and federal recovery operations systems. Branch directors will be assigned based on the specific impacts of the disaster.

a) Resource Support

The Resource Support Branch operates as a continuation of the Resource Support Branch of the SEOC, coordinating with external recovery partners, federal, and inter- and intra-state mutual aid, and maintaining situational awareness of all State-level recovery missions (see the “Operations Section” and “Mutual Assistance Compacts” sections of the SROP for more information).

(1) Mission Tracking Processing

Within the operations of the Recovery Organization, there are two different forms of communications: informal and formal. While informal communication is encouraged and expected when working in groups, formal communication is required whenever the content is official and requires documentation.

Resource and support requests (i.e., mission requests) are examples of formal communication that are official and need to be documented. The Mission Tracking Process formalizes the request by documenting and tracking each request until completed and closed.

Mission requests come from two different locations: internally from within the State recovery operations from a section or RSF, or externally from a local jurisdiction or a business partner. Mission requests can be submitted by phone, fax, face-to-face interaction, or written documentation. Regardless of whether the request is internal or external, and regardless of the form of communication, all mission requests are formally documented.

The Mission Tracker maintains awareness of all new and open requests for assistance. The Mission Tracker then assigns the mission to the appropriate provider within the State Recovery Organization. If there are any issues as to where the mission should be assigned, the Mission Tracker consults with the Resource Support Branch Director.

b) Disaster Survivor

The Disaster Survivor Branch is intended to meet the needs of survivors, and it is comprised of the Long-Term Housing RSF, Public Health and Healthcare Services RSF, and Social Services RSF. For more information on the responsibilities of each RSF, see the “Maryland Recovery Support Functions” section, below.

1045

1046 This branch coordinates the State’s public, private, and nonprofit efforts to continue providing
1047 sheltering and feeding services, and develop and implement programs and policies that promote,
1048 incentivize, or directly provide for rehabilitation and reconstruction of destroyed and damaged housing,
1049 and/or the development of new permanent housing options.

1050

1051 The Disaster Survivor Branch also coordinates activities related to the re-establishment of healthcare
1052 services in impacted communities, including mental health services for survivors, and supports the
1053 restoration of social services programs. Additionally, this branch coordinates assessments of
1054 environmental conditions that impact public health, food safety at establishments, and pharmaceutical
1055 services. If a Presidential Disaster Declaration has been received for the State, this Branch also
1056 administers FEMA Individual Assistance Programs, when applicable.

1057 ***c) Public-Sector***

1058 The Public-Sector Branch is intended to restore infrastructure, including transportation networks, lifeline
1059 utility networks, natural resources, state parks, historic sites, etc. It is comprised of the Infrastructure
1060 RSF, the Natural Resources RSF, and the Cultural Resources RSF. For more information, see the
1061 “Maryland Recovery Support Functions” section, below. The public-sector administers the FEMA Public
1062 Assistance Program, if applicable.

1063

1064 This branch is responsible for coordinating the State’s public, private, and nonprofit efforts to facilitate
1065 maintenance and restoration of the State’s facilities, infrastructure systems, and related services.

1066 ***d) Private-Sector***

1067 The Private-Sector Branch is intended to support the redevelopment of the State’s economy, and it is
1068 comprised of the Economic RSF, and the Private Sector Integration Program (PSIP). For more
1069 information, see the “Maryland Recovery Support Functions” section, below.

1070

1071 This branch is responsible for coordinating the State’s public, private, and nonprofit efforts to sustain
1072 and/or rebuild businesses and employment, and develop economic opportunities with the goals of
1073 sustainability and economic resilience following a disaster. Additionally, the Private-Sector Branch
1074 interfaces with the U.S. Small Business Administration (SBA), when applicable.

e) Hazard Mitigation

The Hazard Mitigation Branch is intended to support efforts to rebuild communities that are sustainable and resilient, which may include new building standards or building techniques to better manage the risks faced by communities. This Branch includes the activities related to floodplain management and flood insurance, as well as applicable hazard mitigation grants and planning activities, as directed by the State Mitigation Operations Plan (SMOP), and the State All-Hazards Mitigation Plan.

B. Maryland Recovery Support Functions

The grouping of State departments and agencies as RSFs represents the primary operational component of the SDROP.

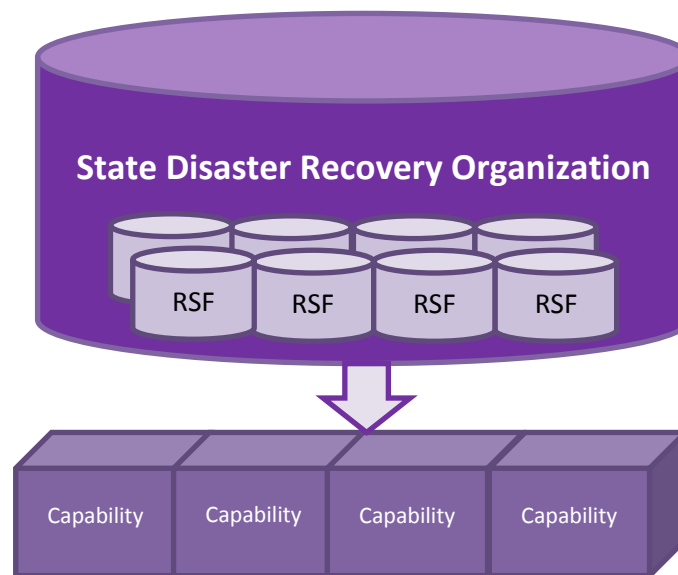
Maryland has designated eight (8) RSFs to plan and carry out the various operational activities that may be needed during disaster recovery operations (see Table 2 – Capabilities and Recovery Support Function Primary Agency(ies), above, for additional information on the capability lead and supporting agencies). RSFs form the basis of the Operations Section within the State Recovery Organization. Maryland's RSFs are as follows:

- Community Planning and Capacity Building Recovery Support Function
- Economic Recovery Support Function
- Public Health and Healthcare Services Recovery Support Function
- Social Services Recovery Support Function
- Long-Term Housing Recovery Support Function
- Infrastructure Systems Recovery Support Function
- Natural Resources Recovery Support Function
- Cultural Resources Recovery Support Function

RSFs are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of the Recovery Mission Area. RSFs bring together the capabilities of State departments/agencies and other statewide organizations and assets. They are not based on the capabilities of a single department/agency, but represent groups of organizations that work together to deliver capabilities and support effective recovery operations.

During disaster recovery operations, individual State departments/agencies operate as a State-level enterprise, coordinating activities within their respective RSFs and amongst the branches of the Operations Section. RSFs support not only a number of recovery capabilities, but also a number of responsibilities and actions that extend beyond the scope of the capabilities of the Recovery Mission Area.

Figure 22 – Recovery Organization Coordination Structure



Not all local recovery efforts requiring State-level support result in the activation of RSFs. State departments/agencies acting under their own legal and regulatory authority may request MEMA to activate relevant RSFs to support their recovery operations.

1. Recovery Support Function Primary and Supporting Agencies

The State Recovery Mission Area Lead, in consultation with the Governor, selected a State department/agency to serve as the Primary Agency for each RSF, and designated specific roles and responsibilities to execute these duties. Supporting State departments/agencies, key federal departments/agencies, and nongovernmental organizations/partners, working with the Primary Agency, assist in the actions of the RSF. The Maryland RSFs generally correlate to the federal RSF system.

Each RSF identifies its Primary Agency and support organizations. A support organization may be a State department/agency, a federal department/agency, a nongovernmental organization, or a private sector organization.

a) Recovery Support Function Primary Agency

Only a State department/agency can serve as a Primary Agency, and a Primary Agency must be a State department/agency with significant authorities, roles, resources, and/or capabilities for a particular function within the RSF, and must have coordinating oversight for that particular RSF. The RSF Primary Agency has ongoing preparedness responsibilities, as well as management responsibilities, within the State Recovery Organization. The management role of the RSF Primary Agency is carried out through a “unified command” approach, as agreed upon collectively by the designated Primary Agency and, as appropriate, support organizations.

When a RSF is activated, RSF Primary Agencies are responsible for:

- Providing staff to serve as the RSF Primary Representative within the State Recovery Organization;
- Notifying and requesting assistance from support organizations;
- Supporting and keeping other RSFs and organizational elements informed of RSF operational priorities and activities;
- Coordinating with federal and local agency equivalents;
- Coordinating efforts with applicable private-sector organizations to maximize the use of available resources;
- Executing department-specific contracts, and procuring goods and services, as needed;
- Managing mission assignments and coordinating with support organizations, as well as appropriate State officials, operations centers, and departments/agencies;
- Maintaining situational awareness of RSF-related activities; and
- Identifying and refining Essential Elements of Information (EEI) inputs for situational reporting.

For additional information, see *Appendix A: Recovery Support Function Cross Tables*, which includes information on the primary and supporting State departments and agencies for each RSF.

b) Recovery Support Function Support Organizations

Support organizations are those entities with specific capabilities or resources that support the Primary Agency in executing the mission of the RSF. Activated RSF support organizations are responsible for:

- Providing staff to serve as RSF Support Representatives in the location of disaster recovery operations;
- Ensuring preparedness to execute recovery operations within the location of disaster recovery operations;
- Participating in planning for operations and the development of supporting operational plans, checklists, or other job aids;
- Conducting operations, when requested by the RSF Primary, consistent with their own authority and resources;
- Acting as Primary Agency in the location of disaster recovery operations in the absence of the Primary Agency;
- Acting on agency tasks, as applicable to the RSF function;
- Identifying and refining EEI inputs for situational reporting; and
- Assisting in the conducting of situational/damage assessments.

When requested, and upon approval of the Governor, the Maryland Military Department (MMD) provides support, as needed, to all RSFs.

1172

Table 3 – Maryland’s Recovery Support Functions

Maryland Recovery Support Functions (RSF)		
Community Planning and Capacity Building	RSF Description	<i>Support and build recovery capacities and community planning resources of local and State governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.</i>
	Primary Agency(ies)	Maryland Emergency Management Agency (MEMA) Maryland Department of Planning (MDP)
Economic	RSF Description	<i>Assist local and State governments and the private sector in sustaining and/or rebuilding businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.</i>
	Primary Agency(ies)	Department of Business and Economic Development (DBED)
Public Health and Healthcare Services	RSF Description	<i>Assist locally-led recovery efforts in the restoration of public health and medical services, as well as healthcare networks, to promote the health and wellbeing of affected individuals and communities.</i>
	Primary Agency(ies)	Department of Health and Mental Hygiene (DHMH)
Social Services	RSF Description	<i>Assist locally-led recovery efforts in the restoration of services networks to promote the resilience, and wellbeing of affected individuals and communities.</i>
	Primary Agency(ies)	Department of Human Resources (DHR)
Long-Term Housing	RSF Description	<i>Address pre- and post-disaster housing issues, and coordinate the delivery of resources and activities to assist local and State governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible permanent housing options.</i>
	Primary Agency(ies)	Department of Housing and Community Development (DHCD)
Infrastructure Systems	RSF Description	<i>Support local, State, and other infrastructure owners and operators in their efforts to achieve recovery goals.</i>
	Primary Agency(ies)	Maryland Department of Transportation (MDOT) and Maryland Public Service Commission
Natural Resources	RSF Description	<i>Help local and State governments, and communities address long-term natural resource recovery needs after large-scale and catastrophic incidents.</i>
	Primary Agency(ies)	Department of Natural Resources (DNR)
Cultural Resources	RSF Description	<i>Help local and State governments and communities address cultural resource needs after large-scale and catastrophic incidents.</i>
	Primary Agency(ies)	Maryland Department of Planning (MDP): Maryland Historical Trust

2. Maryland Voluntary Organizations Active in Disaster

The Maryland VOAD is comprised of disaster relief agencies including faith-based, nonprofit, and governmental and nongovernmental organizations with the goal of enabling more effective disaster response and recovery efforts through sharing information and resources.⁵

To best be implemented in the State Recovery Organization, Maryland VOAD member organizations provide assistance to the RSFs that align with the member organizations' functional expertise/core competency related to a functional area.⁶

VOAD members are able to act independently, but the Maryland VOAD coordinates recovery activities with the State and the RSFs via the Maryland VOAD Executive Committee (see *Appendix C: Maryland Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery Support Functions* for more information on how VOAD member organizations align with the RSFs).⁷

⁵ Maryland Voluntary Organizations Active in Disaster (Maryland VOAD), About, available at <http://mdvoad.org/about/> (last visited Nov. 1, 2013).

⁶ MDVOAD Resource Directory, 2012 ed., available at <http://mdvoad.org/resources-2/> (last visited Nov. 4, 2013).

⁷ Maryland VOAD, Executive Committee, available at <http://mdvoad.org/about/executive-committee/> (last visited Nov. 1, 2013).

XVIII. LOCAL INTEGRATION

The role of the State in disaster recovery is to support the local communities. Thus, the primary purpose of local integration is to ensure the impacted local jurisdictions have a voice in the policy decisions that affect them, and to ensure the needs of impacted communities are met. The level of local integration varies depending on where a local jurisdiction is in the recovery process, and depending on the nature and scope of the disaster. Local integration can be facilitated several ways, including by:

- Incorporating the Local Advisory Group into the State Recovery Organization to assist with advising on policy related to disaster recovery efforts impacting local jurisdictions (see the “Local Advisory Group” section, above, for more information);
- Ensuring communication between the SDRC and the Local Advisory Group and/or LDRM to assist with making policy decisions; and
- Establishing regional committees to distribute and share information from a group of impacted local jurisdictions to the State, depending on the disaster.

Additionally, the State Recovery Organization will be located as close in proximity as practical to the communities affected by the disaster.

Although the State does not dictate the actions that local jurisdictions should take in an emergency, it is required that each local jurisdiction appoint a Local Disaster Recovery Manager, who can serve as a representative of the jurisdiction, if needed. Additionally, the State does not prescribe how membership in the Local Recovery Organization should be structured, but is available, upon request, to offer technical assistance in identifying appropriate stakeholders in a local recovery mission.

A. Local Disaster Recovery Manager

The LDRM is the single point of contact that provides a way for the State to coordinate with the impacted local jurisdiction more effectively and efficiently. Additionally, the LDRM is responsible for directing and executing recovery at the local level, and is accountable to community stakeholders.

The local jurisdiction selects its LDRM. Potential LDRM candidates may include a local planner, codes official, zoning representative, local Emergency Operations Center (EOC) representative, county executive, county commissioner, or community leader (e.g., from a faith-based or nonprofit organization). The person selected should be able to think strategically, and take a long-term view of

1217 recovery, and should understand the community's needs. Additionally, the LDRM may be a person who
1218 comes into the position organically, as the local impacted area works to develop a Local Recovery
1219 Organization, or the local representative may be identified prior to a disaster and subsequent recovery
1220 effort, but this may not always be possible. In addition to a primary LDRM, it may be desirable to have
1221 a backup person who can provide support or take control of the local disaster recovery effort, if needed.
1222
1223 The State works with the LDRM, once they have been identified, to coordinate local disaster recovery
1224 efforts and State assistance.

1225 **B. State Support Absent a Local Disaster Recovery Manager**

1226 If the local community does not setup a Local Recovery Organization and one is needed to coordinate
1227 and direct local disaster recovery efforts, the State may step in to help coordinate and initiate a local
1228 recovery effort. State assistance may come in the form of technical assistance to aid the local
1229 jurisdiction in establishing a Local Recovery Organization. The Community Planning and Capacity
1230 Building RSF coordinates this effort. Additionally, the level of State involvement depends on the
1231 severity of the disaster, and the resources possessed by the local jurisdiction.

XIX. EXTERNAL COORDINATION AND SUPPORT

The State Recovery Organization coordinates recovery support activities on behalf of the local jurisdictions, including providing technical support, and support in the form of resources and funding. Specifically, the State manages federal recovery assistance programs and resources provided to the local jurisdictions. In addition to coordinating with the local jurisdictions, the State is required to coordinate with the federal government and the private and nonprofit sectors by:

- Sharing information;
- Establishing joint coordination entities (e.g., the Joint Field Office and State Recovery Office); and
- Establishing joint operations (e.g., through Unified Command).

The federal government is the State's recovery partner, and FEMA is prepared to support the State and local jurisdictions in recovering from a disaster. When a disaster occurs that exceeds the capacity of State resources, the federal government may use the National Disaster Recovery Framework (NDRF), among other methods, to provide support to the State and enhance the ability to deliver recovery capabilities. The impacts of each specific disaster determine the duration and extent of needed federal support.

A. Integrating State and Federal Recovery

The State Recovery Organization is designed to facilitate seamless integration with the NDRF, as well as the components of recovery led by FEMA. The goal is to enable FEMA to conform to the recovery organizational structure set forth by the State when called upon to assist with recovery efforts. Ensuring vertical plan integration at the State and federal levels helps enable coordination and communication throughout all phases of recovery. State/federal coordination during recovery operations occurs through FEMA's advanced evaluation team (AET), the JFO, and programs (including those not in the JFO).

1. Advanced Evaluation Teams and Reports

An Advanced Evaluation Team is activated by FEMA, typically following a Presidential Disaster Declaration, in order to assess the severity of the disaster, and to determine if subject matter experts, in the form of federal RSF primary and supporting agencies, and/or resources are needed to support the State's recovery efforts and existing capacity. The AET works with the State, through the SCO and the SDRC, to determine if federal RSFs are needed to provide technical assistance and/or resources.

1263

1264 To request the activation of a federal RSF, FEMA begins by generating the advanced evaluation team
1265 report, which examines baseline and existing data about the impacted communities, and considers
1266 whether it is beyond the ability of the State to provide adequate assistance. The report is structured to
1267 describe existing capability gaps, and is intended to justify the mission assignments and deployment of
1268 resources. Based on the report, the FCO and SCO make the determination as to whether the State
1269 needs assistance. If assistance is necessary, FEMA works with the State to identify what specific
1270 resources are needed.

1271

1272 Although there are no specific thresholds that must be met in order for federal RSFs to be activated, the
1273 more clearly the State can articulate its needs, the more effectively FEMA and federal interagency
1274 resources can work to fulfill them. After the determination is made, the SCO approves the decision,
1275 brings in the appropriate departments/agencies, and assigns missions. The specifics of the evaluation
1276 process depend on the severity of the disaster. In disasters with significant impacts, the evaluation
1277 process can be bypassed, and a request can be made immediately based on the information provided by
1278 the State.

1279

1280 It is important to note that the AET report is different than a Preliminary Damage Assessment (PDA)
1281 because it does not involve an in-depth assessment of the impacts. Instead, the AET report focuses on
1282 what is needed to resolve the long-term recovery issues. AET reports are generated within a few
1283 weeks, typically, and mission scoping occurs within a few months. Recovery operations are ongoing
1284 while this process takes place.

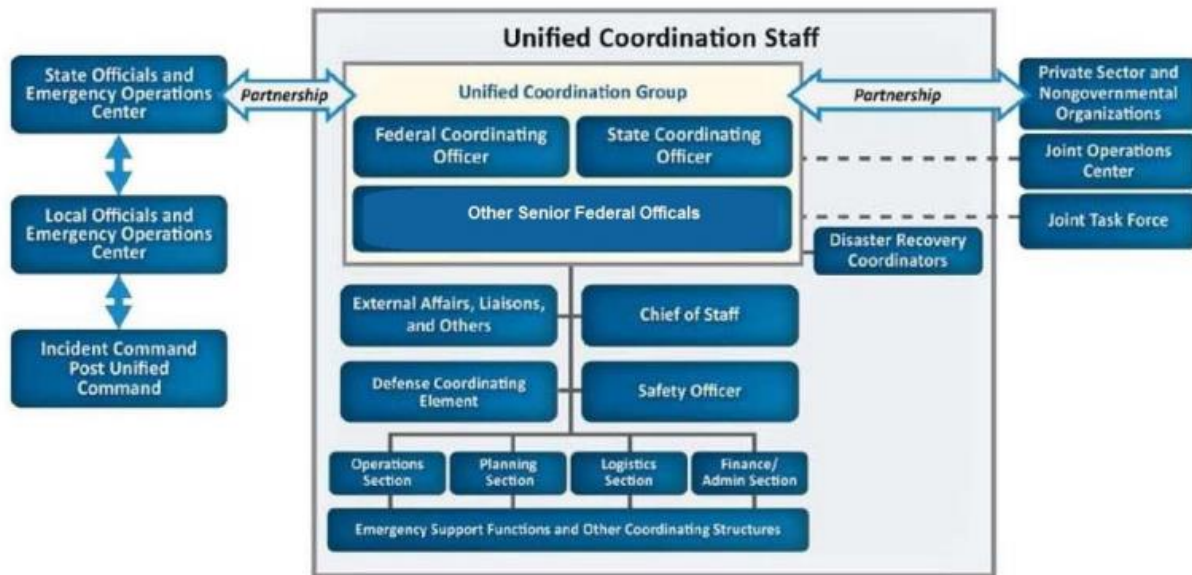
1285

a) Joint Field Office

1286 The JFO is the primary location for State-federal coordination in administering federal assistance to the
1287 State. The JFO is established, in accordance with NIMS, under a Unified Command consisting of
1288 coordinating officers from the State and federal governments. It is established following a Presidential
1289 Disaster Declaration (circumstances permitting, ideally within 72 hours), and serves as the temporary
1290 duty station for most of the State and federal staff assigned to manage the disaster. The initial federal
1291 contingent deploying to the State establishes an Initial Operating Facility (IOF) while logistics for the JFO
1292 are being sorted out. The JFO coordinates mid- to late-phase response operations, and manages
1293 federal recovery programs such as the Public Assistance, Individual Assistance, and Hazard Mitigation
1294 Program activities, as well as State recovery programs. Additionally, it oversees the staging area

operations, federal response team base camps, disaster recovery centers, area field offices, and other facilities activated for the relief effort. The JFO may remain open for months to years, depending on the life-cycle of the relief operation. The following figure illustrates the process for federal support and coordination.

Figure 23 – Federal Support Coordination



B. External Coordination with Private and Nonprofit Organizations

The private and nonprofit sectors are incorporated into the Recovery Organization in the Operations Section. The Private Sector Integration Program is included under the Private-Sector Branch, and nonprofit organizations coordinate through the Voluntary Organizations Liaison. Additionally, the VOAD members are included throughout the organization according to the functional area they serve (see *Appendix C: Maryland Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery Support Functions* for more information).

C. External Coordination with Neighboring States and the National Capital Region

The State of Maryland may coordinate with neighboring states, as well as the inter-state regions: the NCR and DelMarVa, if the disaster impacts a broad area or requires assistance, such as mutual aid through the Emergency Management Assistance Compact (see the “Concept of Coordination” and “Mutual Assistance Compacts” sections of the SROP for additional information). External coordination

1315 may also occur through the Resource Support Branch of the Operations Section. Additionally, the RSFs
1316 may coordinate resource support.

1317 **XX. PLAN MAINTENANCE**

1318 The State Disaster Recovery Operations Plan is updated bi-annually by the RSFLG using the National Plan
1319 Development Process, in accordance with the Maryland Emergency Preparedness Program Strategic
1320 Plan. Capability Annexes are updated annually through the State's THIRA process.

1321
1322 Additionally, After Action Reports (AAR) and Improvement Plans (IP) from exercises or real-world
1323 disasters may identify the need for incremental updates to the SDROP and Capability Annexes.

1324 **XXI. DISASTER RECOVERY OPERATIONS APPENDICES**

1325 A. Recovery Support Function Cross Tables

1326 B. Recovery Organization Command and General Staffing

1327 C. Maryland Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery
1328 Support Functions

DRAFT

1329 **A. Recovery Support Function Cross Tables**

1330

1331 **Table 4 – Maryland State Departments and Agencies (Primary and Supporting)**

Agency Name/RSF	Community Planning and Capacity Building Recovery Support Function	Economic Recovery Support Function	Public Health and Healthcare Services Recovery Support Function	Social Services Recovery Support Function	Long-Term Housing Recovery Support Function	Infrastructure Systems Recovery Support Function	Natural Resources Recovery Support Function	Cultural Resources Recovery Support Function
Comptroller								
DBED	S	P	S	S		S		
DBM			S					
DGS						S		
DHCD					P			
DHMH			P					
DHR		S	S	P	S			S
DJS						S		
DLLR								
DMIL			S			S		
DNR	S	S	S	S	S	S	P	S
DoIT								
DPSCS								
GOCI								
MDA			S					
MDE			S			S		
MDoA								
MDOD			S					
MDOT			S			P		
MDP	P					S		P
MEA								
MEMA	S	S	S	S	S	S	S	S
MIA								
MIEMSS			S					
MSDE								
MSP						S		
MSP-OSFM						S		
PSC						P		
UM-MFRI								
Maryland VOAD	S	S	S	S	S	S	S	S

1332

B. Recovery Organization Command and General Staffing

The following table represents the operational supervisors for the Recovery Organization. The primary (P) and alternate (A) State departments and agencies are listed below.

Table 5 – Recovery Organization Command and General Staffing Roles

Agency Name/ RSF	SCO	SDRC	AFNC	Legislative Liaison	Lead PIO	Planning Section Staff	Operations Section Chief	Voluntary Organizations Liaison	Field Operations	Resource Support	Disaster Survivor	Public Sector	Private Sector	Hazard Mitigation	Recovery Organization Logistics Staff	IT	Facility Unit	Finance/Admin
Governor's Office				P														
DBED													P					
DGS										A					P		P	
DHR		A									P							
DoIT																P		
GOCI								A										
MDOD			P															
MDP		A				A												
MEMA	P	P	A		P	P	P		P	P	A	P	A	P	A			P
Maryland VOAD								P										

C. Maryland Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery Support Functions

The following chart depicts the resources and capabilities of the member organizations of Maryland VOAD. This list was compiled by the VOAD member organizations.

Table 6 – Maryland VOAD Resources and Capabilities

Organization	Donations Management	Mass Care/Feeding Operations	Volunteer Management	Crisis Counseling	Debris Clearance	Damage Assessment	Financial Assistance	Rebuilding	Training	Childcare	Animal Protection	Manpower Support	Personal Medical Equipment	Local Response and Recovery	Communications	Provision of Volunteers	Search and Rescue
2-1-1 Maryland																	
American Red Cross-Chesapeake Region	X	X	X			X	X		X					X			
Baptist Convention of MD and DE		X		X		X		X	X					X	X		
Catholic Charities																	
Church of the Brethren-Brethren Disaster Ministries								X		X							
Civil Air Patrol				X		XX			X			X		X	XX		XX
Diakon/Lutheran Social Ministries/Social Services-NCA	X		X	X	X	X	X	X	X					X	X	X	
FEMA																	
The Humane Society of The US	X		X				X		X					X			
International Orthodox Christian Charities				X			X	X				X		X		X	
Lions/Lioness Clubs, District													X			X	

Organization	Donations Management	Mass Care/Feeding Operations	Volunteer Management	Crisis Counseling	Debris Clearance	Damage Assessment	Financial Assistance	Rebuilding	Training	Childcare	Animal Protection	Manpower Support	Personal Medical Equipment	Local Response and Recovery	Communications	Provision of Volunteers	Search and Rescue
22W																	
Maryland Department of Human Resources		X		X		X	X		X					X	X		
Maryland Emergency Management Agency						X			X						X		
Mercy Medical Airlift/Angel-Flight																	
National VOAD (NVOAD)																	
Presbyterian Church in America- Disaster Response Ministry																	
The Salvation Army	X	X	X	X	X		X	X	X	X		X		X	X		
Seventh Day Adventist Church- Adventist Community Services																	
United Methodist Church- UMCOR																	
University of Maryland, Center for Health & Homeland Security																	
World Relief																	
Hope Animal-Assisted Crisis				X													

Organization	Donations Management	Mass Care/Feeding Operations	Volunteer Management	Crisis Counseling	Debris Clearance	Damage Assessment	Financial Assistance	Rebuilding	Training	Childcare	Animal Protection	Manpower Support	Personal Medical Equipment	Local Response and Recovery	Communications	Provision of Volunteers	Search and Rescue
Response																	
Team Rubicon			X		X	X								X			
Episcopal Churches of Maryland				X			X				X			X	X	X	

1345